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Building *Nunavut* Together
Nunavut liuqatigiingniq
Bâtir le *Nunavut* ensemble

Business Plan

Government of Nunavut & Territorial Corporations

2024-2026

Committee of the Whole
February 2024

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INTRODUCTION

“*Katujjiluta*” is the mandate of the Government of Nunavut. It consists of a vision, guiding principles, and priority objectives for the term of this government. It expresses a vision for 20 years from now and seeks to address the needs of Nunavummiut.

Drawing guidance and direction from *Katujjiluta*, the 2024-2026 Business Plan of the Government of Nunavut is the formal statement of the Government’s goals for the term of the mandate. It includes the plans of eleven departments and five territorial corporations. The Business Plan is a strategic and operational plan tied to the Main Estimates, which provides details of expenditures projected to be incurred.

The Business Plan is introduced by *Katujjiluta*. This is followed by an Environmental Scan, an Inuit Employment Plan, and Core Business sections, which detail program areas and tactical/operational priorities for the term of the government.

The **Environmental Scan** provides the context, or setting, for the operations of each department and territorial corporation. Their clients, challenges (constraints and pressures) and opportunities are described.

The **Inuit Employment Plan** provides information on government-wide initiatives to support Inuit employment and presents aggregated totals of government-wide Inuit employment targets for each occupational category and department.

Each Volume has an Inuit Employment Plan section – Volume I presents statistics and targets for the Government of Nunavut departments and Volume II presents statistics and targets for the Territorial Corporations.

In addition to providing an update on human resource capacity, departments/corporations also present itemized priorities to support their individual targets and initiatives as part of their Core Business.

The **Core Business** section describes, for all departments and territorial corporations, their business lines, Inuit employment targets and objectives, as well as the corresponding budgets contained in the Government of Nunavut’s 2024-2027 Main Estimates. New priorities for each program are outlined for 2024-2026.

Each department provides a **Financial Summary** of its operations. This information ties the Business Plan to the Main Estimates.

Electronic copies will be available on the Government of Nunavut’s website at www.gov.nu.ca.

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Katujjiluta

Government of Nunavut Priorities

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Our Vision

We must look back to see where we have come from, even as we prepare to move forward at an accelerating pace.

Our young territory of Nunavut was founded with pride in Inuit identity and a drive for self-determination. We have a legacy of resistance and perseverance as survivors of colonialism, intergenerational trauma, residential schools, forced relocation, and loss of culture and language.

Nunavut is ready for transformational change and our government is confident in our collective ability to achieve it. We are determined to revitalize and realize our shared vision for our territory. We have much to do.

We will invest in providing care for aging Nunavummiut so our grandparents and parents can live their last years in dignity, closer to family in our territory.

Many of our homes are overcrowded and in need of repair. We will invest in new construction methods and partnerships to increase the range of housing options available to Nunavummiut.

Access to healthcare and mental health supports is crucial to well-being. We will invest in training and community-led programs to ensure that more local and culturally relevant services are available.

Our youth have spoken about their hopes and needs. We will invest in the supports that children and youth need to strengthen self-esteem, develop healthier relationships, gain education and employment, and build a meaningful future.

Nunavummiut are capable people with many skills and abilities. We will invest in sustainable local economies that, along with education and training, will provide more job opportunities and enrich our communities.

We are seeing the early impacts of a changing climate in our Arctic home. Inuit have always drawn comfort and strength from our land. We will invest in infrastructure and a diversified economy in ways that preserve our land and protect the wildlife around us.

Inuit are welcoming people. Our land is now home to people from diverse backgrounds who recognize the opportunity in Nunavut and are contributing to a brighter future for our territory.

As your government for the next four years, we will work in unity. We bring new energy, new ideas, and a renewed spirit of collaboration. We know that we are stronger together and cannot achieve our objectives alone.

Our government has unprecedented opportunities to work collaboratively with Inuit organizations and with other levels of government to achieve tangible outcomes. We will be bridge-builders in developing enduring partnerships that will improve the daily lives of Nunavummiut and lay strong foundations for the future.

Inuit Societal Values

As with other governments before us, we will be guided by eight Inuit societal values:

Inuuqatigiitsiarniq:

Respecting others, relationships and caring for people.

Tunnganarniq:

Fostering good spirits by being open, welcoming and inclusive.

Pijitsirniq:

Serving and providing for family and/or community.

Aajiiqatigiinni:

Decision making through discussion and consensus.

Pilimmaksarniq/Pijariuqsarniq:

Development of skills through observation, mentoring, practice, and effort.

Piliriqatigiinni/Ikajuqtigiinni:

Working together for a common cause.

Qanuqtuurniq:

Being innovative and resourceful.

Avatittinnik Kamatsiarniq:

Respect and care for the land, animals and the environment.

We will also continue to make government more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy.

Our Priorities

We have identified five urgent priorities to achieve meaningful improvement in the lives of Nunavummiut over the next four years and to lay the foundations for transformative change for future generations:

- Aging with dignity in Nunavut;
- Expanding the housing continuum;
- Enabling health and healing;
- Reinvesting in education; and
- Diversifying our local economies.

The issues we must address together are deeply-rooted, inter-related and difficult to resolve. We recognize that these issues have continued to impact Nunavummiut for decades. Previous governments have endeavoured to make progress in each of these areas and our administration will advance this work by:

- Taking bold and practical action;
- Maximizing the opportunities to establish enduring partnerships for initiatives in the short, medium and long term;
- Reviewing and refreshing existing strategies and plans in order to focus efforts and move forward more rapidly on our priorities;
- Emphasizing actions that have the potential for tangible outcomes in more than one priority area; and
- Ensuring that the public service is optimally-structured, staffed and supported to deliver on our priorities.

Progress towards strategic outcomes in each of our priority areas depends on addressing gaps in Nunavut's Inuit labour force and infrastructure. It relies on reclaiming and strengthening our Inuit identity. We will prioritize:

- Inuit language and culture to strengthen our foundations and our resilience;
- Education and training for employment and self-reliance; and
- Innovative construction methods to increase efficiency and decrease the costs of infrastructure for healthy communities and economic development.

Aging with dignity in Nunavut

Strategic outcomes

- Improvement in daily life for Nunavummiut who are aging
- Enhancements to long-term care facilities and supports for independent living
- Fewer Inuit Elders relocated from their home communities
- More Inuit employed as caregivers for Elders
- Better mental health, physical health, and well-being for those who are aging
- Enduring partnerships with Inuit organizations, communities, and the non-profit sector to enable Nunavummiut to age with dignity and care

Actions to make progress towards these outcomes

We will:

- Develop a comprehensive Elder and senior care strategy and implementation plan with broad input from Elders, families, communities, and partners
- Expedite the construction of regional long-term care facilities with capabilities to meet the needs of Nunavummiut with complex care needs
- Expand and/or renovate existing continuing care facilities
- Provide culturally- and linguistically-relevant training for staff working in continuing care facilities
- Enhance supports to improve daily life in continuing care facilities
- Encourage community-based initiatives to provide Elders/seniors programming and supports for independent or assisted living
- Enable Elders to access more country food

Actions that are already underway:

We will:

- Complete the renovations and reopen the Iqaluit Elders Home to repatriate Elders;
- Build the planned long-term care facility in Rankin Inlet; and
- Accelerate the development of purpose-built housing units for Elders/seniors.

Expanding the housing continuum

Strategic outcomes

- Reduced homelessness
- More family violence shelters, youth shelters, and transitional housing
- At least 1,000 units of all types added to the stock of affordable housing and continuum of housing options
- More Nunavummiut renting or purchasing their own homes
- Increased employment of Inuit in local housing construction and maintenance
- Enduring partnerships with Inuit organizations, the private sector, and other levels of government to expand the housing continuum

Actions to make progress towards these outcomes

We will:

- Identify options for housing those without homes in collaboration with communities and partners in poverty reduction
- Improve the process for allocating social housing units to Nunavummiut
- Review and improve the delivery of Government of Nunavut staff housing
- Prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own
- Improve and reinvest in home ownership assistance programs
- Renovate or repurpose existing buildings for use in the housing continuum
- Incentivize the use of Inuit labour in housing construction and maintenance
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs

Actions that are already underway:

We will:

- Continue to add to the stock of affordable, multi-residential housing units with the support of federal funding partners to offset the costs of acquiring land, refurbishing buildings, and constructing the units; and
- Expand trades training and apprenticeships for local housing construction and maintenance.

Enabling health and healing

Strategic outcomes

- Inuit-specific mental health programs and services
- More Inuktitut-speaking counsellors
- More Inuit employed in delivering healthcare, mental health, and addictions programs and services
- Better health and mental health outcomes over time
- Enduring partnerships with Inuit organizations, the non-profit sector, and other levels of government to improve health and mental health programs, services and outcomes for Nunavummiut

Actions to make progress towards these outcomes

We will:

- Investigate and implement trauma-informed practices in healthcare and education
- Encourage and support models of wellness and well-being that are grounded in Inuit identity
- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment
- Expand opportunities, training, and formal recognition for Inuit to provide culturally- and linguistically-relevant mental health and well-being programs and services
- Engage and recognize more Elders and other community members as advisors local counsellors for Inuit, and in programming on the land
- Promote and provide long-term core funding to support and expand effective models for community-led programs and services
- Work with communities and partners to extend the hours that mental health services are available
- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination
- Reinvigorate health and mental health promotions programs

Actions that are already underway:

We will:

- Develop a long-term mental health and addictions strategy to guide and support phased implementation of the new *Mental Health Act*;

- Build the planned trauma and addictions treatment centre in Iqaluit with Nunavut Tunngavik Inc. (NTI) and federal funding partners;
- Continue to expand the use of technology for virtual health care and virtual mental health support; and
- Implement planned workplace wellness programs and supports for Government of Nunavut employees.

Reinvesting in education

Strategic outcomes

- Stronger childhood foundations for Inuit identity, resilience, and learning over time
- Higher rates of attendance and school completion
- Stronger academic achievements
- Improved linkage between available jobs and post-secondary education and training in the territory
- Higher rates of post-secondary education and employment following graduation
- Enduring partnerships with Inuit organizations, education authorities, and other levels of government to encourage and support early learning, educational attainment, and career development

Actions to make progress towards these outcomes

We will:

- Invest in high quality, affordable, flexible, and inclusive early learning and child care programs and services with federal funding partners
- Prepare a new plan to develop and transform Nunavut's early learning and child care sector, with an emphasis on Inuit-centred early learning
- Provide more financial, administrative, training, and Inuktitut learning resources to support early learning
- Begin a phased rollout of full-day kindergarten programs
- Accelerate work on an the K-12 Inuit language curriculum and Nunavut-specific learning resources
- Incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction
- Enhance and support school meal programs with community-based partners
- Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year
- Improve the efficiency and effectiveness of FANS and other direct financial aid for post-secondary learners
- Enhance indirect supports for post-secondary learners
- Prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy
- Develop and implement a strategic plan for Inuit language training in the public service

Actions that are already underway:

We will:

- Continue to strengthen the Inuktitut language and education across Nunavut with Nunavut Tunngavik Inc. (NTI) and federal funding partners;
- Implement and expand initiatives to train, recruit and retain Inuit educators with a variety of qualifications;
- Continue to implement improvements in the student-educator ratio; and
- Implement continuing improvements to community learning centres and expand their use for community programming.

Diversifying our local economies

Strategic outcomes

- More communities benefitting from the fishing, harvesting, and tourism sectors
- More local jobs and small businesses
- Increased manufacturing activity in Nunavut
- Increased employment of Inuit in mining and mine-related services
- Increased revenue to artists and craftspeople
- Enduring partnerships with Inuit organizations, the private sector, and other levels of government in economic and labour market development

Actions to make progress towards these outcomes

We will:

- Refresh strategic plans for sustainable economic development and diversification in all sectors
- Increase training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector
- Identify and promote opportunities for new local businesses and services
- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction
- Repatriate fisheries licences and purchase more fishing quota
- Enhance supports for harvesters
- Create an online marketplace for Nunavut arts and crafts
- Review and improve Government of Nunavut organizational structures to meet increasing demand for programs and services and to identify opportunities for further decentralization

Actions that are already underway:

We will:

- Identify and help to address needs for critical infrastructure and transportation of goods with regional Inuit organizations, federal funding partners, and airlines to enable and support economic development in all sectors; and
- Continue to prepare for devolution of responsibilities for Crown lands and resources.

Reporting on Our Progress

Our mandate establishes the direction for priority actions that will be implemented by the Government of Nunavut's departments and territorial corporations.

The Sixth Assembly developed our government mandate collaboratively at a time when the ongoing COVID-19 pandemic is creating uncertainty for people, governments, industry, and supply chains worldwide. Despite these unpredictable times, we are committed to an ambitious and forward-looking agenda. We are also prepared to adapt and adjust in response to the challenges that we may encounter.

Our government's mandate is a short four years and we may experience challenges along the way. We are, however, confident that Nunavummiut will see tangible progress on all of our priorities.

Departments and territorial corporations summarize their operational priorities and the progress they are making in annual business plans, which are available to Nunavummiut on the Department of Finance's webpage. Annual reports are also required and tabled in the Legislative Assembly for some areas of operation.

We are introducing additional ways of reporting to Nunavummiut on the actions we are taking and our progress towards the strategic outcomes we expect to see over time. While we will continue to provide information about operational priorities in business plans and annual reports, we will communicate our government's accomplishments in more contemporary and accessible ways.

In reporting on our progress, we tabled the Katujjiluta Mandate Mid-term Report and we will:

- Announce specific achievements and initiatives in a timely way;
- Identify and report on meaningful indicators to show tangible outcomes as they occur throughout each year; and
- Table and release a formal report on our progress and accomplishments at the end of the Sixth Assembly's time in office.

We welcome this opportunity to demonstrate our accountability to Nunavummiut and funding partners as we begin our journey of transformational change in Nunavut.



Environmental Scan

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ENVIRONMENTAL SCAN

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ENVIRONMENTAL SCAN

In working toward its vision, the Government of Nunavut must consider a wide range of factors that address the unique opportunities and challenges of the territory and Nunavummiut. These circumstances include Nunavut’s unique system of governance and the many external forces affecting our potential for success as we advance our priorities. The following have an important bearing on the approaches the Government will adopt in pursuing its work.

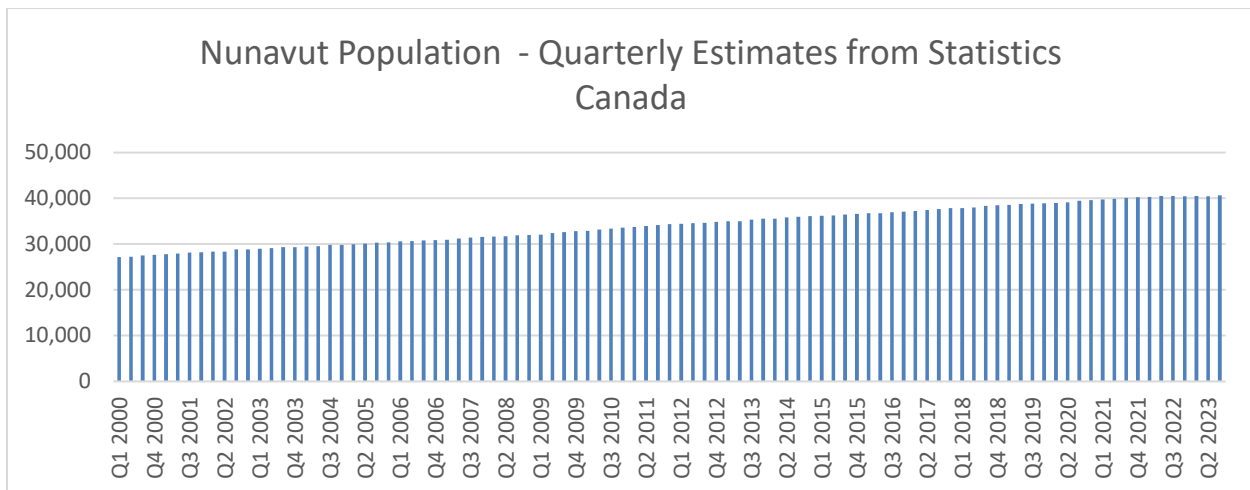
The environmental factors having the most direct impacts on our work include:

- Demographics
- Geography
- The Economy
- Social and Cultural Factors
- The Environment
- Energy and Infrastructure
- Resource & Capacity Challenges
- Governance

This section of the Business Plan will explore the impact that all of these factors have on the approach the Government of Nunavut takes to serving Nunavummiut.

Demographics

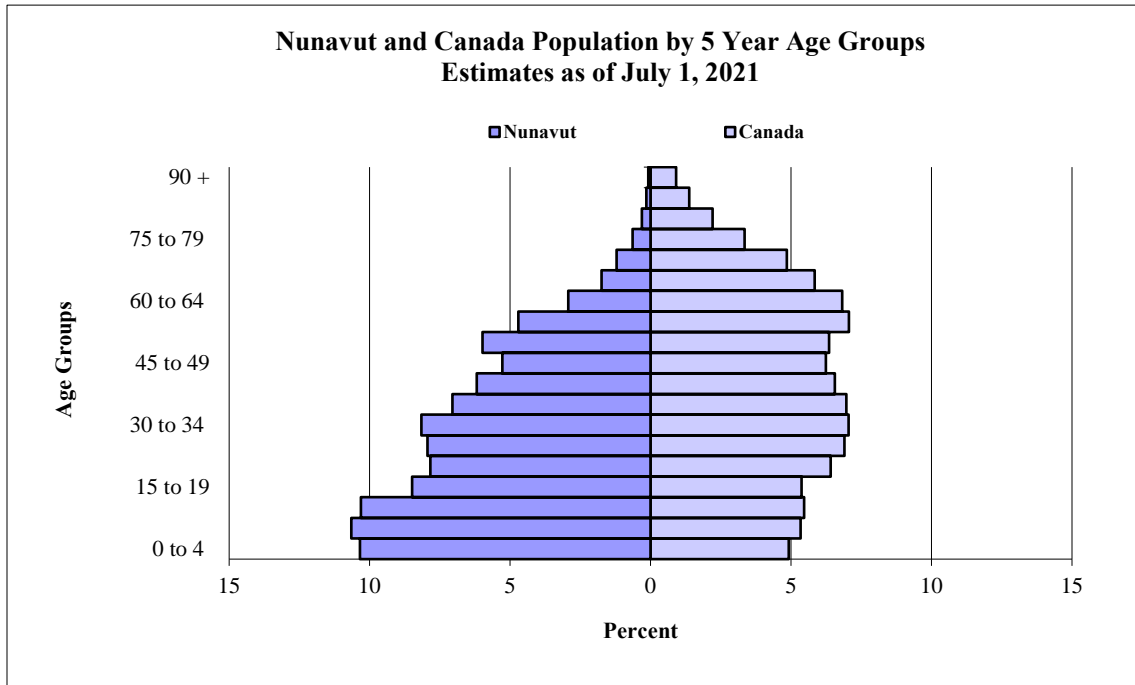
Nunavut has Canada’s youngest and one of the fastest growing populations. The population of Nunavut has grown by 49.8% from the beginning of 2000 to the third quarter of 2023, for an increase of 13,528 residents. By comparison, Canada’s population has grown by 31.4% during that same period.



Source: Statistics Canada, Demography Division - Table 17-10-0009-01 Population estimates, quarterly

Based on the 2021 Census, the median age of the Nunavut population was 25.6 years, compared to 41.6 years in Canada. The youthfulness of Nunavut is apparent, as 32.8% of the population is below the age of 15, compared to 16.3% in Canada. At the lower age range the contrast is even greater. 11.9% of Nunavummiut were under 5 years of age, compared to 5.0% in Canada. Nunavummiut over 65 made up 4.4% of the population, as compared to 19.0% in Canada.

The population pyramid shows the difference in the age structure of Nunavut and Canada. The large percentage of younger Nunavut residents and the general pyramidal shape of the age structure reflect a youthful population. In Canada, the large ‘bulge’ in the older age groups reflects the aging baby boomers and a significantly older population in general.



Source: Statistics Canada, Demography Division

Nunavut’s population continues to place new demands on the health, housing and education systems and on the wage economy. Changing demographics pose challenges, but also offer opportunities, for all departments and agencies within the Government of Nunavut. In order to effectively plan for the future growth of programs, it is essential that demographics, including the age distribution of the population, be consistently monitored and incorporated into strategic and operational plans.

Geography

Nunavut’s many beautiful landscapes, natural resources and ecological zones provide many opportunities. However, the sheer size of the territory in relation to its population causes considerable challenges as well. Nunavut covers 1.994 million square kilometres of land mass, with a population estimated at 39,403 (as of July 1, 2021). This results in a population density of only 0.02 people per square kilometre. By comparison, Canada has a population density of around 4 people per square kilometre.

Nunavut Community Population Estimates as of July 1, 2021

Iqaluit	8,207	Kugaaruk	1,108
Rankin Inlet	3,021	Taloyoak	1,144
Arviat	2,983	Sanikiluaq	1,009
Baker Lake	2,204	Coral Harbour	979
Cambridge Bay	1,829	Arctic Bay	989
Igloolik	2,057	Sanirajak	978
Pond Inlet	1,782	Qikiqtarjuaq	662
Pangnirtung	1,638	Whale Cove	482
Kugluktuk	1,607	Chesterfield Inlet	450
Kinngait	1,548	Kimmirut	425
Gjoa Haven	1,410	Resolute	217
Nauyasat	1,330	Grise Fiord	140
Clyde River	1,204	Unorganized Areas	0

Source: Nunavut Bureau of Statistics

This widely dispersed population presents a significant challenge, given the high cost of transportation. In order to serve the public, there is a need for transportation from or to those communities on a regular basis. These transportation costs vary widely, but regardless of the community, the transportation costs for government services are considerable.

The headquarters functions for many government departments are located in the capital city of Iqaluit, but their operations remain focused on the needs of all Nunavummiut. The 25 communities served by the Government of Nunavut, are widely dispersed, each with its own municipal government and unique circumstances. It is crucial that government understands the needs of these communities, in order to work effectively with Nunavummiut to ensure that everyone's needs are addressed.

Economy

Nunavut's mixed economy is characterized by relatively large mining and public sectors. Other industries hold great potential for growth, such as fisheries, the arts, and tourism.

Economic development in the territory faces many challenges due to the lack of infrastructure, the high cost of reaching suppliers and markets, and a mismatch of skills in the labour market. These factors result in high business costs, low employment rates, and economic distortions.

Economic Development

The relative size of the private sector in the economy has expanded rapidly over the past 15 years, led by the mining industry. Due to local human resource capacity issues, this impacts the growth of our economy. There is a need to support our young and growing population in Nunavut by upgrading their abilities through education, training, and skills development. Further, community-based business development that caters to local needs can reduce dependency on government assistance and foster social inclusion.

Mineral and Petroleum Exploration and Development

Nunavut is recognized as one of Canada's most attractive jurisdictions for mineral exploration and investment. The territory produces significant mineral wealth, retaining its sixth place among the provinces and territories with \$2.3 billion in gross production in 2022. Gold's share nears 60%, while iron ore stands around 40%. The development of Nunavut's mineral resources has steadily progressed over the past 15 years and shows great potential for continued growth. Multiple projects in this sector have resulted in significant benefits to Nunavummiut such as training and employment opportunities.

In 2009, the mineral sector represented 2% of Nunavut economy. Twelve years later, in 2021, it stood at 41%. In the next two years, mining is expected to approach the 50% mark, and may even exceed it. This rapid expansion results in Nunavut leading Canada in economic growth since 2009.

There are currently three fully operational mines. The two in the Kivalliq region, Meadowbank and Meliadine, produce gold for Agnico Eagle Mines Ltd. In the Qikiqtaaluk region, Baffinland Iron Mines Corporation owns the Mary River mine which extracts high quality iron ore.

In the Kitikmeot region, B2Gold Corporation is poised to turn its Goose project located within the Back River gold district into a mine. Gold production at the site is anticipated to commence in early 2025. In the same region, the Hope Bay mine belonging to Agnico Eagle Mines Ltd. has stopped extracting gold to extensively explore its recently acquired site. This will allow for the design of an optimal operation plan. Its production is expected to resume once this is completed. The future contribution of these two mines will offset falling production elsewhere.

In 2023, Baffinland announced that it would seek financing to build a railway to Steensby Inlet. If successful, Baffinland's operations could significantly change. The high grade of the ore produced at the Mary River mine allows for direct shipping without further treatment, it also commands a premium on the market. Since it requires less transformation, it fits extremely well in steel production processes that increasingly aim at lowering the emission of carbon dioxide.

Nunavut's petroleum potential is believed to be significant. Spanning more than one-fifth of Canada's land mass, the territory may hold one-fourth of Canada's total petroleum resource endowment. Estimates of undiscovered and discovered conventional resources from the Geological Survey of Canada range from 18 to 267 billion barrels of oil and 180 to 1,228 trillion cubic feet of gas. Extensive exploration activity is required to assess more accurately Nunavut's oil and gas potential.

The Government of Nunavut acknowledges that this industry has the potential to provide for greater energy security, self-sufficiency, and significant economic benefits for Nunavut, if permitted to develop under favourable market conditions. However, in 2016, the federal government introduced a moratorium on offshore oil and gas leasing in Canada's Arctic waters. It was recently reviewed and maintained.

Marine Resources and Fisheries:

Nunavut comprises 42% of Canada's marine coastline and subsequent adjacent marine waters. Nunavut's marine waters contain diverse, unique, and productive marine environments that host vibrant, diverse, and healthy stocks. All communities in Nunavut are adjacent to water bodies, with all but one community being coastal. As such, communities rely on their local waters for important subsistence foods such as seals, clams, and fish.

Additionally, all Nunavut communities either have an on-going commercial (for sale) fishery or have the potential to create one. Nunavut's fisheries are the territory's most significant renewable resource. Fisheries in Nunavut include inshore fisheries of fish and benthic invertebrates (e.g., sea cucumbers and clams) and significant offshore fisheries for Greenland Halibut (Turbot), as well as Northern and Stripped Shrimp.

The offshore fisheries in Nunavut's adjacent water between Baffin Island and Greenland annually land catch estimates of upwards to \$200 million – with Turbot being worth up to \$130 million and shrimp approximately \$70 million (Fisheries and Oceans Canada, Economic Evaluation). These fisheries offer a variety of annual and seasonal employment opportunities for Nunavummiut and efforts are being taken to increase Inuit employment. Recent estimates indicate that approximately 40% of these jobs are filled by Inuit (Nunavut Fisheries Associated Economic Scope).

In communities, inshore fisheries for Arctic Char, Lake Trout and Turbot are providing much needed local employment opportunities to fishers. These fisheries support both commercial and subsistence activities.

A main challenge to the development of Nunavut's fisheries is inadequate federal investment in the areas of research, access to adjacent water quota, and marine infrastructure. Addressing these issues is crucial and requires attention and collaborative action between relevant partnerships inside and outside of the Government of Nunavut.

Sealing is an important part of Inuit culture as it provides food, clothing, fuel, and connection with the land; additionally, sealing can provide economic opportunities to Nunavummiut. Supporting all aspects of the sealing economy from harvesting to use of post hunt products (e.g., coats, earrings, meat) for both subsistence and commercial purposes, in a way that is beneficial to Nunavummiut and culturally respectful is essential.

Currently, the sealing sector faces challenges including misinformation on sealing sustainability, international bans on seal products and lack of general knowledge on the importance of this sector. Efforts to educate and properly inform the public is important to providing Nunavummiut a meaningful and respectful economic sector.

Tourism and Cultural Industries

From soapstone carvings to the production of feature films, Inuit knowledge and creativity has demonstrated success in many artistic media. Inuit and arctic themes enjoy wide recognition and appeal to North American and global markets. However, marketing of locally produced authentic products faces many hurdles. On the supply side, Nunavut businesses and artists need to become

more export-ready, to develop value-added components, and build the capacity to enter markets outside of the territory. On the demand side, viable niche markets for Nunavut products need to be developed or expanded through branding, product development, marketing, and establishment of distribution channels.

Nunavut's distinctive attractions, such as Inuit cultural activities, the arctic environment and wildlife could form the basis of entrepreneurial activities that help create sustainable livelihoods for Nunavummiut through the development of tourism. Tourism brings external capital into the territory, promotes Inuit culture, and enhances Nunavut's reputation in Canada and abroad.

The economic impact of tourism in Nunavut is also on the rise. In 2022, over \$830,000 were spent in the 14 communities visited by Cruise ship operators. This is in addition to personal spending of the 10,915 passenger disembarkations in those communities. For the 2023 sailing season these numbers are estimated to be 5% greater (data is still being reported). Coordination and combined promotion of the arts and tourism industries has potential to increase external revenue streams.

While air travel costs and access remain the main obstacles impacting the growth of this sector, Nunavut remains a lesser-known destination. Further work is required to build awareness of Nunavut as a tourist destination that offers its visitors opportunities to experience authentic and unique indigenous culture.

Labour Market

The Nunavut Bureau of Statistics monitors and reports monthly on labour force statistics. The challenge of improving employment opportunities, and the capacity of Nunavummiut to gain employment, is one that is shared across all governments and other institutions. The government must continue to foster the conditions to help create private sector employment.

As of December 2022, the number of employed people in Nunavut was estimated at 14,300, which was an increase from the same period in the previous year. Also, on average from December 2022, the employment rate stood at 55.1%, while the unemployment rate was estimated at 12.6%.

In the short-term, over the past 12 months, employment for Inuit showed an increase and Non-Inuit residents has been showing the same. The Inuit employment rate increased 0.4 percentage points or from 46.1 to 46.5%. For Non-Inuit, the rate went down by 3.1 percentage points and currently stands at 90.2%.

Career Development

As of October 30, 2023, there were 94 active apprentices and 17 trade qualifiers, who are in the process of applying for journeyman status in Nunavut based upon prior experience. Registration levels have held relatively consistent in the past seven years, indicating the industry's continued support for apprenticeship.

Based on current demographic information, labour market information and statistics regarding the educational attainment rates of young Nunavummiut, there is a growing need for targeted youth programs, for Nunavummiut who are not in school and between the ages of 15-30. As a result, new youth labour market training initiatives continue to be developed and delivered to enhance

current youth programming. Ongoing partnerships and programming for youth include land based, holistic and technology focused programming.

Persons with disabilities remain the most underrepresented group in the workforce across Canada, with many social and economic challenges that stand in the way of obtaining and keeping employment.

Income Assistance

Income Assistance encompasses programs of financial support for Nunavummiut, to meet basic needs related to shelter, food, and clothing, and to assist in the transition towards employment. These programs include Income Assistance, the Senior Fuel Subsidy, the Senior Citizens Supplementary Benefit, and the Daycare Subsidy.

In Canada, inflation reached its highest point in the past 30 years last year, marking the most elevated level since 1991. In 2022, inflation was approximately 6.9 percent. This means people were paying more for the daily items such as food, shelter, household equipment, clothing and footwear, transportation, education and health and personal care. In April 2023, Income Assistance increased by 34% in all Zones to keep up with the increasing cost of food.

The following tables provide a snapshot of the total income assistance recipients in Nunavut in 2021 and 2022. A detailed breakdown of the total number of recipients is broken down in three categories: Head of Household (HOH), Spouse and Dependents.

2021: Nunavummiut on Income Assistance

Community	HOH	Spouse	Dependent	Total
Cambridge Bay	134	11	83	228
Gjoa Haven	241	56	233	530
Kugaaruk	175	64	182	421
Kugluktuk	207	42	223	472
Taloyoak	183	51	239	473
Region Total	940	224	960	2124
Arviat	499	70	462	1031
Baker Lake	188	28	143	359
Chesterfield Inlet	29	5	19	53
Coral Harbour	155	32	122	309
Nauyasat	152	52	241	445
Rankin Inlet	84	10	82	176
Whale Cove	78	15	93	186
Region Total	1185	212	1162	2559
Arctic Bay	124	30	175	329
Kinngait	186	33	195	414
Clyde River	206	51	221	478
Grise Fiord	10	1	5	16
Sanirajak	172	33	190	395
Igloolik	401	106	548	1055
Iqaluit	423	38	210	671
Kimmitut	84	9	61	154
Pangnirtung	235	43	225	503
Pond Inlet	261	46	260	567
Qikiqtarjuaq	122	25	87	234
Resolute Bay	11	1	7	19
Sanikiluaq	207	41	223	471
Region Total	2442	457	2407	5306
Nunavut Total	4567	893	4529	9989

2022: Nunavummiut on Income Assistance

Community	HOH	Spouse	Dependent	Total
Cambridge Bay	171	24	120	315
Gjoa Haven	258	69	267	594
Kugaaruk	180	53	176	409
Kugluktuk	216	44	230	490
Taloyoak	226	59	267	552
Region Total	1051	249	1060	2360
Arviat	561	79	519	1159
Baker Lake	227	31	163	421
Chesterfield Inlet	25	2	11	38
Coral Harbour	156	24	132	312
Nauyasat	143	40	210	393
Rankin Inlet	114	21	111	246
Whale Cove	48	10	72	130
Region Total	1274	207	1218	2699
Arctic Bay	124	25	179	328
Kinngait	233	50	263	546
Clyde River	193	41	187	421
Grise Fiord	12	1	6	19
Sanirajak	171	47	213	431
Igloolik	382	95	504	981
Iqaluit	529	52	273	854
Kimmitut	98	10	71	179
Pangnirtung	274	49	249	572
Pond Inlet	273	38	250	561
Qikiqtarjuaq	142	32	101	275
Resolute Bay	11	0	5	16
Sanikiluaq	240	49	263	552
Region Total	2682	489	2564	5735
Nunavut Total	5007	945	4842	10794

Poverty Reduction

Poverty in Nunavut is amongst the highest in Canada. The Nunavut Roundtable for Poverty Reduction's Makimaniq Plan defines poverty as a situation that exists today in Nunavut when people cannot access the supports they need to maintain their connection to the land or to participate fully in the wage-based economy. *Makimaniq Plan II: A Shared Approach to Poverty Reduction (2017-2022)*, brings together partners under a joint commitment and shared accountability to work towards reducing poverty in the territory. *Makimaniq Plan II* expresses

what communities have said is needed to reduce poverty and identifies eight long-term outcomes for reducing poverty, including increasing community decision-making, strengthening local economics, strengthened support for healing and wellbeing, strengthened lifelong learning, increasing food security, a more supportive income assistance system, increasing community decision-making, and increasing access to housing.

In 2020, the median income in Nunavut was \$34,080 with 25% of Nunavummiut earning less than \$16,250. In 2022, between a quarter and a third of Nunavut's population were in receipt of Income Assistance. As of 2021, 77.6% of Inuit in Nunavut over the age of 15 reported their household was food insecure. According to the 2017-18 Canadian Community Health Survey, 79% of Nunavut's children live in food insecure households and 57% of households in the territory are food insecure.

While the purpose of homeless shelters is to provide short-term shelter in the event of an emergency, most shelter clients are long-term or recurring residents. In 2022-23, there were 87 individuals on average per month accessing one of the 4 homeless shelters funded by the Department of Family Services, with a monthly average of 105 individuals being turned away.

It is important to note that shelter occupancy statistics do not capture hidden homelessness in the territory (i.e., couch surfers), nor does it capture the Nunavummiut who live in shacks, boats, or other places not meant to be housing.

The 2018 Hidden Homelessness Survey was conducted in Gjoa Haven, Arviat, Clyde River and Pond Inlet. It identified that:

- 20 to 33% of surveyed dwellings reported having more than 2 people per bedroom.
- 9-33% of dwellings shelter 7 or more people.
- About half of respondents reported that in their dwellings, at least one room that is not a bedroom is used for sleeping with 8 to 13% of dwellings using at least 2 other areas for sleeping.
- 5-11% of children were identified as housing insecure.

Social and Cultural Environment

Culture and Heritage

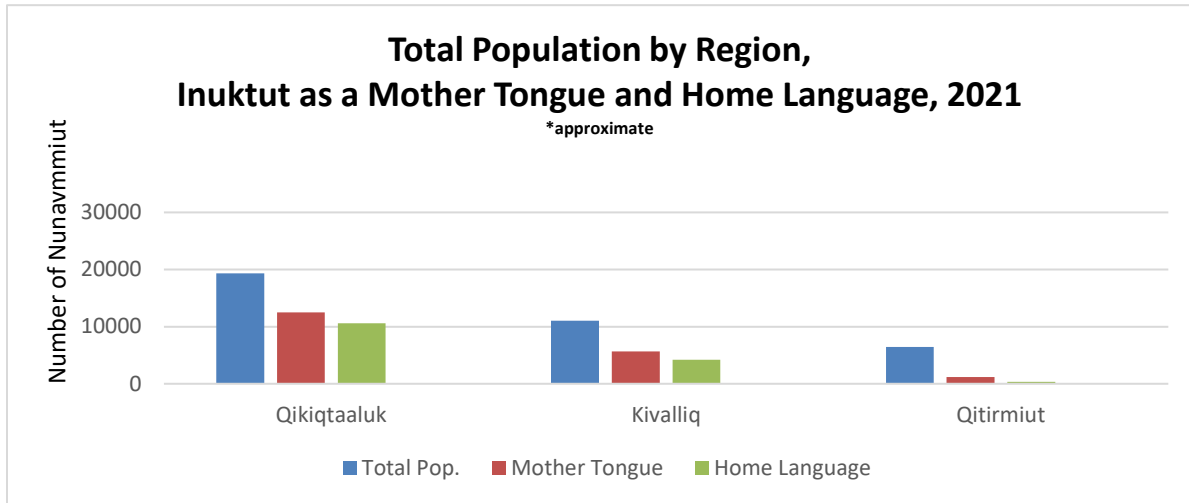
Nunavummiut have expressed a desire to have a government that reflects Inuit Societal Values, Inuit Qaujimajatuqangit, and approach to life. The Government of Nunavut continues to work to integrate Inuit Societal Values in all government's policies, programs, and workplaces, make progress towards a representative level of Inuit employment, and strengthen and enhance the use of the Inuktitut.

The strengthening of our culture will be fundamental through education and training, where our children and grandchildren will be able to speak, read and write in official languages. Nunavummiut will need to utilize all available resources to accomplish this task.

Language

The protection and promotion of Inuit culture was identified as one of the most important goals of the creation of Nunavut, and language is considered a critical element of that culture. Inuktitut is highly valued and is seen as a powerful symbol of Inuit identity.

The 2021 Census revealed approximately 53% (from 62% in 2016) of Nunavummiut reported Inuktitut as their mother tongue, and about 41% (from 50% in 2016) identified it as their main language used at home.



The Qikiqtaaluk region has the largest population and number of Inuktitut speakers, followed by the Kivalliq and Qitirmiut (Figure 1). Qikiqtaalummiut were also more likely to continue using their first language at home (5 out of 10 people), followed by Kivallirmiut (4 out of 10 people) and Qitirmiut (1 out of 10 people).

If people have Inuktitut as their first language, but do not use it at home, then their children will likely not learn it at an early age, jeopardizing language continuity and/or language transmission. Strong and positive action is required to ensure that Inuktitut remains at the forefront of Inuit society. In 2008, Nunavut adopted unique and historic legislation to protect and promote Inuktitut. The Language Acts are unprecedented in their scope and scale; they represent a bold and unique framework for the protection of languages and, more broadly, a stepping-stone towards the creation of a distinct and modern society.

Nunavut's *Official Languages Act* was approved by the Legislative Assembly in 2008 and came into force on April 1, 2013. The Act maintains all the rights and privileges of English and French speakers, while raising Inuktitut to equal status. This level of statutory protection of an indigenous language is unprecedented across Canada. The Act creates obligations for the Legislative Assembly, the Courts, and the Government of Nunavut to actively offer their communications and services to the public in the official languages.

The *Inuit Language Protection Act* was approved a decade ago. This Act responds more specifically to the challenges confronting Inuktitut and its speakers by protecting and promoting its

use, quality, and prevalence throughout Nunavut society. The Act guarantees the right to education in Inuktitut, protects unilingual and bilingual territorial public servants who prefer to work in Inuktitut, and defines specific obligations for government, municipalities, and businesses for the provision of their day-to-day services generally available to the public in Inuktitut.

The Government of Nunavut continues to be committed to implementing its language legislation. Uqausivut 2.0, the government's comprehensive language implementation plan, was approved in 2018. The Government of Nunavut will review, evaluate and update the Uqausivut 2.0 Plan to implement the provisions of the language laws, and set out detailed areas of focus and strategies that are key to achieving Nunavut's language goals.

Inuit Societal Values

Elders provide cultural continuity, help develop leadership, and pass on our traditional skills and knowledge. Through Katujjiluta, the government will make its legislation and policy more effective and relevant by using Inuit Qaujimagatuqangit and Inuit Societal Values. Iviqtippalliajut, gives the government the foundation it needs to create programs, policies and services that are culturally relevant and meet the needs of Nunavummiut. Iviqtippalliajut provides a road map for the Government of Nunavut on what is required to ensure that Inuit Societal Values are in the forefront of every government decision. Iviqtippalliajut will be assessed during this mandate to identify areas for improvement.

Programming that collaborates with Elders will focus on Inuit Qaujimagatuqangit and values, Inuit ways of counseling, cultural teaching for healthy living, traditional skills & knowledge workshops, on land-based healing and wellness & counseling.

Inuit language and culture are our foundation and strengthen our resilience. Community-based Inuit Societal Values' initiatives promote Inuit Qaujimagatuqangit and strengthen the role of Elders in cultural reclamation and revitalization in Nunavut. These programs identify gaps in and help address community and social wellness as well as transmit language and culture to younger generations.

Youth

Youth under 35 make up more than 65% of the population in Nunavut. Traditional activities are important to youth as they develop, and opportunities to participate in these activities are being fostered and supported by communities, government, families and Elders. Elders have stressed the increasing importance of giving youth a connection with culture, traditional values and skills.

While the Government of Nunavut promotes positive role models and encourages youth to participate in or volunteer for community events, there is always a need for youth to get involved in building their own futures. These initiatives are successful only with effective partnerships with communities, families, and Elders.

Even with efforts to promote healthy and active youth, challenges persist that can have negative impacts on the self-esteem of our youth. The suicide prevention strategy draws attention to the most alarming of these challenges, and the new action plan will build on the successes and evaluation of the current and previous action plans.

Elders

The majority of elderly people in Nunavut are unilingual Inuktitut speakers who face challenges in accessing programs and services provided by governments and other organizations. This further highlights the urgency to focus on using Inuktitut in the workplace and ensuring that there are government positions that can provide services and programs in the language of choice. A comprehensive Elder's Strategy has been developed to ensure that the government is responding to the needs of our Elders.

Elders who have lived on the land are a repository of oral history & tradition, and provide youth with critical adaptation tools, helping them connect with their culture, heritage, and the land. Dialogue between youth and Elders also provides opportunities for Elders to understand the modern influences on the lifestyle and unique challenges of our youth.

In addition to documenting the past, Elders' input is needed to shape the future of government in order to reflect Inuit Societal Values in its daily operations.

Heritage

Nunavut's unique culture and history forms a defining element in the creation of the territory. The material record of the human history of Nunavut and the accomplishments of past generations takes many forms, including hundreds of archaeological artifacts, museum specimens, cultural landscapes, and Inuktitut toponymy. The archival record is captured in written documents, photographs, moving images and oral histories that represent political developments, family histories, Inuktitut dialects, and evolving traditions. The Government of Nunavut has made steps to ensure the proper care of its heritage collections until such time as Nunavut has its own heritage infrastructure. Nunavut's community libraries are an important part of the information environment of Nunavut and its residents.

Educational Needs

Nunavut education is continuously improving and strongly supported by the strengths of the territory including Inuit Societal Values, projected population growth over the next two decades, elders with Inuit Qaujimajatuqangit, a stable political system, and an experienced labour force. According to the recent *Nunavut Inuit Labour Force Analysis Report 2018*, Nunavut also has high demand Inuit employment opportunities available.

A continuous competition for teachers across Canadian jurisdictions imposes significant pressures on availability of adequate educators, especially in Nunavut. Geography also continues to affect the delivery of education at all levels in Nunavut as it influences all aspects of the educational system ranging from early childhood to post-secondary education. Nunavut's vast geography and the remoteness of its communities often results in a lack of adequate infrastructure and other resources such as human resource capacity needed by the education sector and occupations. This directly leads to higher costs for essential resources needed for the delivery of educational programming and places constraints on the development and implementation of new projects and

initiatives. Challenges related to information technology infrastructure and bandwidth, and costs to individuals also creates limitations related to remote learning and online communication with families.

These challenges provide opportunities for improving the Nunavut education system through policy and innovative programmatic planning and service responses to support students towards graduation and increased participation in the labour force. Other opportunity areas being explored include the availability of daycare spaces in schools, trades and apprenticeship training, the Summer Employment for Nunavut Students initiative, the Nunavut Teacher Education Program and enhanced collaboration with partners and stakeholders.

Early Learning and Child Care

The availability of affordable childcare is important as Nunavut seeks to increase the median level of education of its citizens. With increasing graduation rates and a greater number of post-secondary graduates, more Nunavummiut are prepared to participate in the labour force. However, the lack of licensed childcare in communities creates barriers for the labour market and to further studies. The capacity to provide licensed childcare services is affected by availability of space, the high cost of operating childcare centres, and a lack of educated childhood educators.

The availability of space for building childcare centres is a significant barrier to affordable daycare as few non-governmental organizations have adequate resources to support capital projects. (Source: Childcare Resource and Research Unit, *Early childhood education and care in Canada* 2016, 11th edition, April 2018). Availability of licensed childcare spaces are limited, and some childcare centres have long waitlists, particularly in Iqaluit.

Despite efforts to train new early childhood educators and enhance the skills of existing educators staff turnover is still an issue.

For the revitalization of the childcare sector, the Government of Nunavut signed the Canada-Wide Early Learning and Child Care Agreement with the Federal Government on January 24, 2022. This agreement aims to ensure childcare is accessible, high quality, affordable and inclusive of all children aged 0-6. Key objectives of this agreement will support more children accessing licensed childcare services. Parental fees have been reduced to \$10/day for licensed centres, while initiatives have started to increase the number of licensed spaces, a wage grid has been developed for the sector to enhance employment, a plan for inclusion has been developed, and enhanced training supports are ongoing to improve quality of childcare services.

An Early Learning and Child Care Quality Framework, as well as an Early Learning and Child Care Strategic Action Plan for Inclusion and Equity have also been developed to help guide the sector and support high quality early learning services grounded in language and culture.

In recognition of the importance of supporting parents and families, the Government of Nunavut and the Government of Canada renewed the Canada-Nunavut Early Learning and Child Care Bilateral Agreement for a four-year term ending in 2025. With this bilateral agreement, the

governments agreed to work together to address some of the key Early Learning and Child Care issues in the territory.

The Department of Education is continuously engaging with partners and stakeholders to identify and address areas for further investment, including the creation of new childcare spaces in underserved communities, territory wide Early Learning and Child Care training and the development of culturally relevant educational programming resources in all of Nunavut's official languages.

Kindergarten to Grade 12 (K-12) Schools

The Nunavut K-12 system continues to make incremental progress as the number of graduates has risen approximately 10% annually since the inception of the territory. Despite these modest gains, Nunavut remains the jurisdiction with the lowest proportion of graduates across Canada.

The Department of Education continues to address issues that impact the magnitude and quality of graduation in Nunavut including attendance, assessment, bilingual education, inclusive education, curriculum, parental and stakeholders' involvement. The department is proactively working to improve literacy outcomes for Nunavut students by supporting a range of initiatives, including guided reading programs in all four languages; training for teachers, learning coaches, student support teachers and school administrators; and investments in student assessment and reporting systems. Increasing the quality of instruction in the early years provides a strong opportunity for reducing dropout rates.

The Department is actively taking steps to strengthen its system of inclusive education, including allocating additional resources, developing tools and enhancing the knowledge and skills of school staff. Soundfield systems have been installed in all classrooms to better support students with hearing loss. The Department hosts annual principal, student support teacher and Ilinniavimmi Inuusilirijit conferences to provide continuous training and in-servicing on best practices in inclusive education. Training and supports are offered on an ongoing basis for school educators and staff to strengthen the professional practice of educators so that instructional, assessment and inclusive schooling practices are of the highest standard possible.

Nunavut's school average attendance rate was 71.49% in 2022-23 and this affects student achievement. Missing one day of instruction per week can result in years of instruction being lost and in turn lower student achievement. This complex issue is difficult to address, and the Department of Education is exploring an integrated approach to document and promote strategies that will increase parental and community engagement with schools, including the development of a Registration and Attendance Toolkit for District Education Authorities, and the Commission scolaire francophone du Nunavut.

Adult Education

Adult education in Nunavut has evolved over the past number of years as all sectors of the territory have continued to put pressure on the public sector to ensure that the adult population is equipped with the essential skills to participate in the social and economic development of Nunavut. This

has translated directly into greater pressure on the K-12 system to produce more graduates with the literacy and numeracy skills required by diverse sectors in Nunavut.

This pressure has also provided an opportunity for the Department of Education and Nunavut Arctic College to enhance the quality and number of programs delivered at the post-secondary and academic readiness levels in order to support advanced learning. In recognition of the need to provide adult learners with an alternate pathway to attain their secondary school diploma, the Pathway to Adult Secondary School (PASS) program has been developed and currently has 51 active learners from ten communities enrolled in the program in the 2023-2024 academic year.

The Department of Education and Nunavut Arctic College are collaborating on the review and renewal of the Nunavut Teacher Education Program (NTEP) to better support post-secondary learning at the community level. The program has recently been renewed under a 10-year partnership agreement between Nunavut Arctic College (NAC) and Memorial University of Newfoundland (MUN). The refocused program takes a ladder approach to teacher training in the territory and is expected to strengthen Inuit language and culture in schools.

The Department of Education is committed to supporting Nunavummiut to pursue post-secondary education through the Financial Assistance for Nunavut Students program (FANS). The program is currently supporting 445 students in pursuing their education. Reducing barriers faced by Nunavut's post-secondary students will ensure that students have the supports needed to succeed in post-secondary education and increase the future workforce in Nunavut.

Health Status of Nunavummiut

There are many unique challenges to delivering health care in Nunavut as compared to the rest of Canada, including the high cost of health service delivery in rural, northern, and remote communities, the reliance on medical travel and limited technology capacity in the Canadian Arctic. In addition to these infrastructure-related challenges, social determinants of health such as lack of housing, food insecurity, and rapid cultural and linguistic change have a major impact on health outcomes. For these reasons, issues like substance use, addiction, mental health, suicide and tuberculosis (TB) remain a serious concern in Nunavut. The health status of Nunavummiut remains below the national average and overall life expectancy trails the Canadian average by 10 years, while infant mortality rates are nearly five times higher in Nunavut.

The Government of Nunavut recognizes the importance of improving the health and wellbeing of Nunavummiut and continues its focus on healthy living and aging with dignity. The Department of Health continues to be proactive in its messaging on the importance of eating nutritious foods and reducing the harms of substance use—tobacco, alcohol, and other drugs as the foundations of health promotion and prevention. The Government of Nunavut's health promotion programs continue to engage Nunavummiut and develop community programming aimed at reducing these stated harms while promoting food security and nutrition.

Healthy living encourages healthier pregnancies, lower rates of chronic and communicable disease, and improved mental wellness. Traditional and clinical approaches both play a role in encouraging Nunavummiut to maintain or regain their health and well-being. Healthy living also closely relates to investments in infrastructure that support wellness. This includes the right to safe

drinking water, safe and adequate housing, and access to recreational activities, accessible education, economic development, healthy community and family ties, and above all, quality of life.

In addition to existing services, programming, and promotion and prevention initiatives, the Department of Health develops legislation to improve Nunavummiut's quality of life and health. For example, the *Tobacco and Smoking Act* came into force on May 31, 2023, on World No Tobacco Day, and the *Mental Health Act* had a partial coming-into-force in 2023. Implementation of this important legislation, which will, among other things, improve suicide prevention and postvention services, is following a phased-in approach, beginning with the establishment of a Mental Health Review Board. The *Medical Profession Act* and the *Nursing Professions Act* have received ascent and aim to streamline registration for health professionals and strengthen dispute and complaints processes for all parties involved. Other important projects such as the Addictions and Trauma Treatment system will contribute to improving quality of life. The opening of Aqqusariaq, previously referred to as the Nunavut Recovery Centre, will result in safer care for people with addictions and trauma, and address Inuit-specific needs.

TB continues to be an issue facing Nunavummiut. In 2021, there were 77 cases of TB in Nunavut. Nunavut's TB rate is approximately 50 times higher than the national average. Tuberculosis rates in Nunavut are exacerbated by multiple overlapping factors. Social determinants of health, including housing conditions and income levels, affect Nunavummiut's overall health outcomes. For TB, overcrowded housing, smoking, and long winters necessitating more time indoors, are particular concerns.

In response to the high rates of TB, the Department of Health mobilized a community wide screening clinic in Pangnirtung in Fall 2023. This clinic is a collaborative effort in partnership with Nunavut Tunngavik Incorporated, the Hamlet of Pangnirtung, and the federal government. On an ongoing basis the Department of Health, at local, regional and territorial levels, works with partners and communities to monitor TB, diagnose and treat people with active or latent (sleeping) TB, conduct contact and outbreak investigations, train health professionals and develop health promotion activities and resources to increase understanding about TB.

Sustainability of the Health System

Despite the challenges faced by Nunavut's health care system, efforts are continuously made to strengthen the resiliency of individuals, families, and Nunavut communities when it comes to their health and wellbeing. These efforts include the Department of Health's investments in the following areas:

- Working with key stakeholders to establish in-territory long-term care facilities and approaches to addictions and trauma treatment, as demonstrated by the Rankin Inlet Long-Term Care Centre and Aqqusariaq;
- Providing culturally-appropriate care closer to home for elders through the development of options for long-term care facility in each region of Nunavut;
- Actively undertaking initiatives to reduce the impacts of nursing staffing shortages, which was exacerbated by the COVID-19 pandemic.

- Public and population health, recognizing that increasing health resources for health promotion and prevention now will help reduce the high cost of chronic diseases and acute care services in the future;
- Taking a proactive approach to patient-centered, innovative health solutions through technology and quality of care to ensure that clinical expertise and services are available to Nunavummiut; and
- Recognizing the health system must reflect the vibrant cultures of the communities it serves through regular community engagement, quality of care and patient safety, investments in care providers, and cultural competence training.

Health Information

The Department of Health's Interoperable Electronic Health Record program called MEDITECH is used in all 25 Nunavut communities and two referral centres in Ottawa and Winnipeg. MEDITECH provides the Department with a modern, precise and secure clinical information system that allows healthcare providers quick access to patient records for more coordinated and efficient healthcare services, while ensuring enhanced privacy and security of personal health information, regardless of where the patient was seen in, or even outside, the territory. There continue to be updates and expansions to the software to support patients and health professionals.

The Health Information Unit serves as the primary structure for the creation, management, protection, and utilization of health information resources within the Department of Health. The Unit is continuing to expand the use of virtual care programs, by both capacity and utilization in all regions and across multiple clinical program areas and establish new services. This includes access to virtual mental health services and specialist clinics. In addition, the Health Information Unit provides data integration and analytics services, and supports a number of health data resources for the Department as well as facilitating health care research activities. Department of Health is also working on health privacy legislation, with public consultations beginning in late 2023.

Family Wellness

The provision of Family Wellness programmes by the Government of Nunavut is premised on the recognition that decisions concerning children and their families should be made in accordance with the best interests of children, with recognition that Inuit cultural values and practices must be respected in those determinations. Both children and their families are entitled to be informed of their rights and should be involved around decisions affecting those rights and their lives. The Government of Nunavut continues to focus on prevention, early intervention and permanency within Family Wellness. The Government of Nunavut is working to strengthen Inunnguiniq parenting initiatives across the territory and engaging with communities and stakeholders to deliver this program. Inunnguiniq has been defined as 'a process that Inuit commit to pursuing with each child over a lifetime, with the goal of building capacity within families through identifiable and relatable programming like the Inunnguiniq parenting initiative. This process supports a strength-based approach in recognizing the inherent worth of an individuals and their abilities to contribute, meaningfully within community.

The rate of family violence in Nunavut is 10 times the national average. The Government of Nunavut continues to provide community-level support to those experiencing family violence through services delivered which is delivered by teams within the many Family Wellness offices. These teams vary in size and capacity depending on the community, positions across the territory at the community level can include; Community Social Service Worker, Jr. Community Social Service Worker, Family Resource Worker, Case Aid, Clerk Interpreter, Family Safety coordinators. Family Safety Shelters across the territory are also utilized to support victims fleeing Family Violence. There are many other supports from various departments that also work to support services within community which are, Community Justice Outreach Workers, Homelessness outreach workers, etc. Family Violence Prevention funding is also provided to support community driven solutions on the issue of family violence.

Justice & Crime Prevention

Many factors create unique challenges for the administration of justice in Nunavut. These include the geographic isolation of communities and high incidences of crime (particularly violent crime), addiction, and mental illness, that put a strain on the resources of the courts, corrections, police, and community justice.

Crime Severity

The crime severity index is used by Statistics Canada to measure the rate and seriousness of the average crime reported by taking into account the harm caused and sentence imposed. The crime severity index for Nunavut in 2022 was 379.7, which was a decrease of 4% from the previous year. Nunavut was only one of three jurisdictions in Canada that experienced a decrease in the crime severity index in 2022. Nonetheless, Nunavut continues to have the second highest crime severity index in Canada, below only the Northwest Territories (436.8) and well above the national average of 78.1. Nunavut also has the highest violent crime severity index at 579.2 in the country compared to the national average of 97.7.

Many factors contribute to the rate of crime, and particularly violent crime, in Nunavut. This including lower overall education attainment, overcrowded housing, and poverty rooted in the historical and ongoing impacts of colonization. However, it appears that the majority of crime in Nunavut is committed while the offender is under the influence of intoxicating substances such as alcohol or drugs. Substance abuse is a major factor in criminality in the territory.

Addictions and mental health concerns have had, and continue to have, an impact on a considerable segment of the population. Many offenders have themselves been victimized or suffer from mental illnesses or disabilities such as Fetal Alcohol Spectrum Disorder. This underscores the necessity for a coordinated approach to addressing addiction and mental illness and promoting healthy and safe communities.

Addressing the root causes of crime through community driven and culturally appropriate initiatives is essential. The Community Justice Division of the Department of Justice is implementing various community-based diversion programs for offenders to address the root causes of their criminality and repair the harm that criminality can cause in communities. In partnership with Justice Canada and Nunavut Tunngavik Inc, the Community Justice division developed the Therapeutic Justice Program as an Inuit-led alternative process to the criminal

justice system and continues to facilitate the Restorative Justice Program operated by local Community Justice Committees. The division also engages in various crime prevention initiatives such as firearms safety and funding community wellness activities, as well as administers various programs and services for victims of crime. The Department of Justice is working to provide independent legal advice and legal representation for victims of intimate partner violence and sexual assault.

Corrections

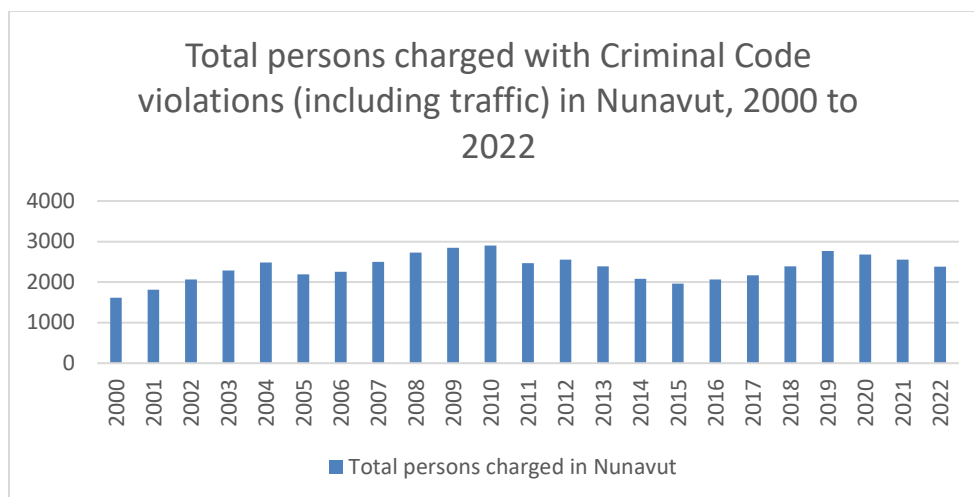
The Government of Nunavut continues to make great progress in its corrections role. The Department of Justice opened the Aaqqigiarvik Correctional Healing Facility in two phases in 2021 and 2022. Aaqqigiarvik is a modern facility that meets or exceeds the highest standards of corrections. Nunavut's correctional facilities have helped to alleviate overcrowding and has given the Corrections Division the capacity to keep the majority of offenders in Territory. Increased modern facility space has facilitated the better separation of minimum, medium, and maximum-security inmates and allowed for a greater focus on programming, such as elder counselling and Inuit cultural skills development, to assist with offender rehabilitation and reintegration back to the community.

Courts

High crime rates place pressure on the court system. Criminal cases continue to use a substantial proportion of the Nunavut Court of Justice's time and resources. The Nunavut Court of Justice, as Canada's only unified trial level court, presides over all summary and indictable criminal matters from homicides and attempted murder charges to less serious criminal charges. The court also travels throughout the territory holding circuit court hearings in the communities, which logistical challenges. There are currently six resident judges with the Nunavut Court of Justice and one vacancy. The Court also has a roster of approximately 60 deputy judges. Judges of the Supreme Court of the Northwest Territories and the Supreme Court of Yukon are included in this number as they are *ex-officio* judges of the Nunavut Court of Justice by virtue of their status as Superior Court Judges in the two other territories.

Alternatives to the formal court process, such as the Therapeutic Justice Program and Restorative Justice Program, as well as crime prevention programs that focus on the root causes of criminal activity are important tools to reduce the number of accused who become involved in the justice system and end up before the Court.

The following chart illustrates the number of persons charged with Criminal Code violations in Nunavut from the year 2000 to 2022.



Source: Statistics Canada, Incident-based crime statistics, by detailed violations, police services in the Territories (Table: 35-10-0185-01)

Policing

The Government of Nunavut continues to work diligently to maintain public safety and security in Nunavut Communities. This work is done primarily in collaboration with RCMP “V” Division as the police force of jurisdiction in Nunavut. RCMP “V” Division has 197 positions under the territorial contract, with officers in all 25 communities across Nunavut. A number of new positions have been created in 2022-23 and 2023-24, including new positions under the federal First Nations Inuit Policing Program.

The Government and RCMP continue to focus efforts on increasing community policing initiatives in all communities. The implementation of the First Nations and Inuit Policing Program in Nunavut will further expand on capacity to build stronger community relationships between the RCMP and the communities they serve. This work helps to identify at-risk individuals and implement preventative measures to stop crime before it happens.

The Government continues to prioritize the care and protection of vulnerable persons. The RCMP are working to enhance their capacity to investigate sexual assault and other crimes involving vulnerable persons through the work of their community policing section, special investigation team, as well as the Family Violence Coordinator.

The Department of Justice and the RCMP agree that police should represent the community they seek to protect. Therefore, both parties agree recruitment of Inuit officers and the promotion of Inuktitut among officers must be a priority. Inuktitut training, increased community involvement, youth programming, and a dedicated recruiting unit have been implemented to promote the force and encourage Inuit to consider a career in policing.

Access to Justice

Access to legal services and the courts is a fundamental right of all Canadians. The Department of Justice and the Nunavut Legal Services Board work in partnership to ensure that Nunavummiut

who qualify for legal aid services receive quality legal representation in the areas of criminal, family and civil law.

Staff lawyers are based in three regional clinics - Maliganik Tukisiniarvik Legal Services (Iqaluit), Kivalliq Legal Services (Rankin Inlet), and the Kitikmeot Law Centre (Cambridge Bay). There are also Court Workers working in all 25 communities. Court Workers provide clients with a critical link to the justice system and give lawyers an important cultural connection to the communities and clients they represent and serve. Court Workers carry out such tasks as coordinating legal aid applications, arranging for interpretation, and arranging meetings between clients, witnesses and lawyers.

Trends

Nunavut continues to have the highest rates in the country for many violent crimes including sexual assault, sexual offences against children, aggravated assault and assault with a weapon, and firearms offences. Bootlegging of alcohol and the illegal importation and trafficking of drugs exacerbate overall crime and public safety concerns. While other crimes such as trafficking in heavier narcotics (e.g., methamphetamines, cocaine and heroin), money laundering, fraud and cybercrime are not as prevalent in the Territory, the RCMP has noted increased occurrences in recent years. It is important for all justice stakeholders to be prepared to respond to any increase in new types of crime that could seriously affect the health and safety of our communities.

Nunavut has experienced a decrease in youth crime over the past decade; however, the rate of youth charged by population is still above the national average. Education, recreation, and employment opportunities for young people remain essential for keeping youth on the right side of the law.

Environment

Land

Nunavummiut are proud of our strong relationship to the land. Nunavut is rich in wildlife, fish and other natural resources. However, our ecosystems are fragile and have long recovery times. Nunavut's land, air, water and creatures need to be managed responsibly and sustainably.

Nunavut is also rich in non-renewable resources, and our land provides many opportunities for development. Without careful consideration of potential impacts, our fragile ecosystems can be damaged irreparably.

Communities

Many communities are burdened with abandoned waste sites, some of which are contaminated. Demands for increased development have driven the need to ensure that sustainable practices are employed and maintained in the long term.

The extent of potential climate change impacts on communities and community infrastructure is limited. Communities need support from all levels of government in assessing and adapting to these impacts.

Many Nunavummiut depend on harvesting wildlife, fish, and marine mammals for food, maintenance of cultural activities and as a source of income. These resources, if used sustainably, will help ensure food security and a healthy environment for Nunavummiut in the future. In addition to supporting healthy lifestyles, a healthy ecosystem will also attract eco-tourists and contribute to local economies and employment of Nunavummiut.

There is an increasing amount of scrutiny of our wildlife management and conservation efforts at the national and international level. Actions and activities taking place in Nunavut are immediately available to interested parties worldwide, many of whom do not fully understand our sustainable co-management systems. Any perceived failure of Nunavut to meet external expectations can result in negative publicity and trade restrictions, as has been illustrated by the situation with both seals and polar bears.

Partners

Under the *Nunavut Agreement*, land and resource management in Nunavut is based on an innovative co-management structure, which ensures that Nunavut Inuit play a significant role in preserving traditions, cultures, and establishing goals.

While this process can be slow, expensive, and time-consuming, the Government of Nunavut is committed to working with our partners to continually evolve the process, with the goal of improving efficiency and communications. At the same time, the *Nunavut Agreement* also allows the Minister of Environment to take interim action in “urgent and unusual circumstances” when wildlife populations are at risk. In some locations in Nunavut, the demand for harvesting opportunities is exceeding the available supply resulting in restrictions on harvesting.

The coordinated approach with our partners and stakeholders supports the sustainable use of wildlife and marine resources, protection of our environment and people, and the preservation of parks and conservation areas. By collaborating with other organizations and institutions, the impact of research and program dollars and increase or supplement to technical capacity can be maximized.

Climate Change

Global climate change impacts are cumulative and are highly complex and dynamic, from both the scientific and social/cultural perspectives. The timing, nature and severity of the impacts on Nunavut communities are difficult to predict and will vary locally and regionally.

Overall, the most prevalent observations of climate change in Nunavut include:

- Significant changes to the sea ice including its distribution, timing of freeze-up and thaw, and coverage;
- Ongoing impacts to traditional transportation routes for hunting;
- Average Arctic air temperatures that have increased at a greater rate than the global average;
- A changing arctic marine ecology with potential impacts on marine productivity; and
- Changes in permafrost: increased temperatures at the top layer and an overall decrease in the area covered by permafrost.

A significant portion of infrastructure in Nunavut is built on permafrost, requiring the Government of Nunavut to actively participate in efforts to reduce climate change impacts, and also take active steps to prepare for and adapt to it.

Energy and Infrastructure

Energy

Qulliq Energy Corporation (QEC) is the Territory's only power utility, their mandate is to generate electricity in a safe, reliable, and efficient manner. Because of weather and distance, QEC operates in Canada's most difficult environmental conditions and locations, affecting operations and maintenance. Each community has its own standalone energy grid due to Nunavut's vast land mass and lack of roads connecting its widely dispersed communities to one another. Currently, Nunavut relies on imported fossil fuels for all its energy requirements. QEC uses approximately 51 million litres of fuel annually for electricity generation. QEC's fuel is purchased and shipped in bulk during a short summer season and stored in facilities in each community.

Diversification of the energy supply mix can alleviate dependency on imported fossil fuel and help address diesel-related environmental concerns. Initiatives such as the Federal Government's Pan Canadian Framework on Clean Growth and Climate Change present a new opportunity for increased renewable energy generation and efficiency improvements in Nunavut. To this end, the Government of Nunavut's energy strategy, *Ikummatiit: An Energy Strategy for Nunavut*, focuses on reducing reliance on fossil fuels, finding alternative energy sources, and promoting efficient energy use in the territory. QEC has started implementing renewable energy programs that allow power producers to generate electrical power from renewable energy sources and sell it directly to QEC. Integrating renewable energy systems enables the territory to reduce carbon emissions and promote energy self-reliance.

Nunavut's energy needs have been increasing over time. The electricity bills of Nunavummiut are subsidized. As the territory's economy and population grow, so does the demand for imported fuels. The Government of Nunavut's Capital Plan to upgrade, expand and replace infrastructure in communities is one driver to increase electricity demand. In order to plan accordingly, QEC relies on its relationship with the Government of Nunavut to gather information on upcoming major projects. In addition to territorial and federal government-driven projects, newly built houses and private enterprise initiatives are adding to each community's electricity demand and energy requirements.

Transportation

Nunavut's economy is dependent on the importation of goods and services from outside of the territory. As such, a reliable and efficient transportation system is essential to help meet the needs of Nunavummiut.

At present, air transportation is the only year-round means of accessing Nunavut's communities and traveling to and from the rest of the world. Currently, many of Nunavut's airports require improvements for safety, security, and maintenance purposes, and need to accommodate emerging federal regulations and newer and more efficient aircraft. Planning for a major runway resurfacing project has been completed for Rankin Inlet airport, and planning is set to begin on a major runway project for Cambridge Bay. Runway resurfacing projects for the Whale Cove, Pangnirtung and Kugluktuk airports are planned to begin 2024. New airport terminal buildings are currently under construction in Rankin Inlet, Chesterfield Inlet, Nauyasat, Kugluktuk, Whale Cove and Kimmirut. Mobile equipment shelters are in the design phase for seven communities (Arviat, Pond Inlet, Grise Fiord, Kugluktuk, Gjoa Haven, Kugaaruk and Taloyoak).

All Nunavut communities depend on access to the sea for annual re-supply and or participation in traditional harvesting. Some communities rely on this access for an emerging and increasingly important commercial fishery. Most communities lack adequate marine facilities, and this impacts the safety and efficiency of Nunavut's marine activities and is a barrier to the development of commercial fisheries, mine development, the territory's tourism sector, and the development of stronger logistical systems throughout Nunavut.

The Government of Canada now recognizes the need for federal investments in Nunavut's marine infrastructure. In recent years, the federal government has provided funding for major marine infrastructure projects in Iqaluit and Pond Inlet. In 2021, federal funding was approved for Qikiqtarjuaq's deep-water port through the National Trade Corridors Fund. Additionally, harbour projects, associated with the federal Tallurutiup Imanga National Marine Conservation Area, are underway in Arctic Bay, Clyde River, Resolute and Grise Fiord. Four harbours associated with proposed federal marine protected areas in Hudson Bay are also under consideration. Finally, through contributions from the federal Oceans Protection Plan, the Government of Nunavut has completed a scoping study of marine infrastructure opportunities and priorities across the territory, as well as sealift infrastructure improvement projects in thirteen communities and fuel re-supply infrastructure in numerous others. With respect to the potential for road transportation, the Government of Nunavut, with partial funding through the National Trade Corridors Fund, is concluding a major study in support of a proposed all-weather road to connect five communities in the Kivalliq region. The Kitikmeot Inuit Association has withdrawn from the Grays Bay Road and Port Project, leaving the future of that project in doubt. Nonetheless, there continues to be interest in a road connection between the Slave Geological Province Corridor and the Arctic Ocean from federal, provincial, territorial and private sector quarters.

Communications

The Government of Nunavut is on the threshold of an important digital transformation in technology. With technologies such as undersea fiber optic, Low Earth Orbit Satellites (LEOS), cloud-based technologies, there are opportunities to help improve and enhance government programs and services. Canadian Radio-Television and Telecommunications (CRCT) has stated that to close the digital divide, broadband is an essential service and have mandated 50/10 Mbps.

In addition, there has been a global shift in technology due to the Covid-19 pandemic. Enormous leaps in technology to enable people to work from home, complete post-secondary curriculum online, attend appointments through video and audio conferencing. These great leaps in technology

have the opportunity to enhance and develop the quality of life for Nunavut's remote 25 communities and help keep us connected.

Improved broadband for residents and businesses is important to the health and sustainability of Nunavut communities, and many critical services for Nunavut will depend on the governments' ability to increase telecommunications capacity across the territory. Nunavut's population is young, with 48% of residents being under the age of 24, for this demographic, access to quality broadband is essential for economic and social prosperity.

The benefits of increasing Nunavut's broadband capacity are infinite. Nunavummiut will have access to a wider range of health care that is not yet available due to a result of limited capacity. Health will be able to conduct online appointments, enhanced telehealth, reduced medical travel and much more. Education will have opportunities to improve their service delivery from grade school to college and university programs by accessing online specialists and additional resources for students i.e.: speech therapists, tutors, and counsellors. The ability to access cloud-based services and other digital technologies will enable new business opportunities and improve operations in all sectors of our economy including mining, data centres and the service industry. Family Services will have the ability to conduct counselling programs, meet with clients, connect families virtually and access mental health support services.

The Government of Nunavut IM/IT's Telecommunications Strategy will meet the growing telecommunication needs for all Nunavut communities by providing equitable, reliable, affordable high-speed internet services that enable equal access to all 25 communities.

Support for Municipalities

Financial reporting for Nunavut municipalities has been improving, however recruitment and retention of staff within municipalities continues to be a challenge. Improving the capacity and stability of senior staff remains the key to keeping communities financially sound.

The Department of Community and Government Services is assisting and supporting municipalities with the challenges of asset management and maintenance. Part of this initiative includes providing access to an updated computerized maintenance management system to replace the older and outdated system currently in place.

The department is encouraging the municipalities to enhance facility management practices. Improved maintenance management standards will help the local governments better maintain buildings, vehicles, roadways and more, thus extending the life and cutting down on expensive unplanned repairs or replacements of municipal assets.

Community Infrastructure

The challenge of mobilizing construction resources in communities in combination with short building seasons and a limited labour market continues to escalate the costs of developing and maintaining municipal and government infrastructure. In addition, meeting changing regulations adds complexity to new infrastructure. Growing community populations and the use of facilities beyond their expected lifecycle have placed an increased demand on already aging facilities.

Innovative infrastructure design, such as multi-use facilities and more rigorous planning towards sustainable community growth, has helped position the Government of Nunavut for more effective use of limited capital resources. Nunavut communities also need staffing resources to sustain the operation and maintenance on municipal infrastructure especially water treatment plants and solid waste facilities. Building human resource capacity to maintain and operate new facilities will be an important element of community support.

All 25 Nunavut municipalities have *General Plan by-laws* (frequently called *Community Plans*), *Zoning By-laws* and *Land Administration By-laws*, which collectively operate to manage land within municipalities with legally enforceable land-use regulations backed by territorial statutes. Through these means, communities prepare for changes in their communities by: providing an on-going supply of suitable lands for new housing, infrastructure, commerce, industry, and institutions as the population expands; supporting economic development in doing so; mitigating and managing climate change impacts; and, creating improved and appealing public spaces.

Integrated Community Sustainability Plans were established in 2011 and continue to be used to support the development of municipal capital needs to be included in the Government of Nunavut 5-year capital plan and to help municipalities create and measure long-term goals for infrastructure development. These plans have now evolved into living documents through the integration of an online webtool, which provides each municipality with the ability to annually update their infrastructure priority list. The use of web-based Asset Management tools helped communities to reduce their overall maintenance cost by proactively scheduling the maintenance and replacement of municipal infrastructure.

Federal funding is critical for the development of infrastructure in communities, but available funding is limited and the infrastructure deficit in Nunavut is great. The Government of Nunavut continues to encourage community participation, input through the Integrated Community Sustainability Plans, open dialogue, fair and transparent project prioritization, and accountability in the capital planning process. The Department of Community and Government Services continues to ensure communities are consulted on their infrastructure requirements.

Municipal Capacity

The Government of Nunavut supports municipalities in building their human resource capacity through the Municipal Training Organization. The Municipal Training Organization has a mandate to identify community staff training needs; provide training to address those needs; and to encourage the use of best practices with the goal of continuous performance improvement to enhance every aspect of municipal operations. The Municipal Training Organization is a non-profit school for community government with a Board of Directors made up of the senior administrators of municipalities.

The Municipal Training Organization conducts ongoing assessment of its training programs and courses to ensure they continue to be relevant and appropriately engaging for municipal staff. Municipal staff, Government of Nunavut staff and adult education experts provide constructive feedback and technical expertise on Municipal Training Organization courses. The Municipal Training Organization will continue to review and update all courses periodically to ensure they are relevant and specific for municipal operations.

The Municipal Training Organization also provides targeted training in areas such as class 3A airbrake and heavy equipment operator courses for municipal drivers, ground search and rescue training, and firefighting training for Nunavut's municipal fire departments, water plant operator training, office administration, finance, and management.

The Nunavut Association of Municipalities represents all 25 municipalities of Nunavut and advocates on behalf of all municipalities to bring forth issues and work towards community initiatives and change. The Government of Nunavut has been supporting and working with the Nunavut Association of Municipalities to build stronger Nunavut communities so they have the capacity to deal with the municipal operation in areas such as; good governance practices, fiscal liquidity and responsibility, community infrastructure needs, population growth and community wellness, as well as many more items which fall under the jurisdiction and responsibility of the municipality.

Health Infrastructure

Seventy percent of the territory's health facilities require renovations or replacements to ensure that they meet operational requirements and 2010 national building code standards. There is also a need for medical and mobile equipment to meet minimum standards and keep pace with technological advances. A strategic investment in health infrastructure is necessary in order to increase capacity, meet the needs of a rapidly growing population, and reduce patient risk.

Resource and Capacity Challenges

Allocation of resources is one of the most urgent issues facing the Government of Nunavut. With the limited fiscal situation, the Government of Nunavut must coordinate its approaches to providing services to the public to avoid duplication and optimize the use of available resources. It is only through this collaborative approach that success can be realized for all Nunavummiut in the future. The intended result is quality services that are well targeted and delivered in a cost-effective manner.

Employee Capacity

The Government of Nunavut is committed to providing services to Nunavummiut guided by Inuit Societal Values and in a fiscally responsible manner. A strong, representative, and sustainable public service leads to an efficient government, as such the Government is dedicated to attracting, developing, and retaining skilled and engaged employees. However, the Government is facing some challenges in its efforts to reach full staffing capacity, which includes, stiff competition for talent in the global labour market, a small skilled and qualified labour pool in the territory, shortage of staff housing and the housing market in general, the post COVID-19 global pandemic impact and the changing landscape of the future of work.

The Government of Nunavut has embarked on several strategic initiatives to address some of these challenges, including, offering a suite of training and development initiatives and programs targeted at Nunavut Inuit Government employees; developed and implemented a Nunavut-Wide Hiring Policy to provide flexibility in the location of work to increase Inuit employment and

support decentralization; developed a Remote Hiring Policy for hard-to-fill and highly specialized positions, as a temporary measure to address capacity; and developed and implemented a Labour Market Supplement Human Resource Manual directive as a mechanism to temporarily compete and improve our attraction and retention of high-demand talent. The Government is also carrying out a Government-wide salary and job classification review; reviewing and improving the delivery of Government staff housing; developing the next Human Resource Strategy and conducting promotional activities for Summer Student Employment Equity Program in all regions to increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year..

As of June 30, 2023, GN departments and public bodies had an average capacity of 64%. This number varies from community to community, for example, Kimmirut was at 76%, whereas Resolute Bay was at 49%.

Inuit Representation in the Public Service

The Government of Nunavut, under Article 23 of the Nunavut Agreement, has an obligation to achieve a workforce that is representative of the population of Nunavut across all employment categories. This presents a significant challenge to most departments and public bodies within the Government. To help achieve Inuit representation, the Government developed and implemented a Master Inuit Employment Plan 2017-2023 and departmental Inuit Employment Plans (IEPs) with short, medium, and long-term goals and action plans to achieve these goals. The Government is refreshing the Inuit Employment Plans and initiatives to amend goals, targets, and actions to the end of the 2025-2026 fiscal year. In addition, the Government continues to develop and support programs and tools to train, develop and engage Nunavut Inuit.

The Sivuliqtiksat Internship and the Hivuliqtikhanut Leadership Development Programs continue to produce graduates who are ready to take on new opportunities. The ongoing Inuit Executive Leadership Program and the other existing programs targeted at Nunavut Inuit employees (Amaqtaarniq Education Leave Program, Policy Development Program, Career Broadening Program, and Training Travel Fund), are showing encouraging results. Priority Hiring, Restricted Competitions and Direct Appointments are some of the policy tools used to increase and enhance Inuit employment in the Government of Nunavut.

As of June 30, 2023, overall Inuit representation across all employment categories in the public service was 52%. There were 5,478 Government of Nunavut positions, with Nunavut Inuit occupying 1,813 of the 3,483 filled positions. Forty-one percent of the positions are in Iqaluit, while the remaining 59% are in other communities across Nunavut. Representation of Nunavut Inuit is 35% in Iqaluit and ranges from 46% in Resolute Bay to 73% in Sanirajak and Arviat.

Acquisition of Goods and Services

The Government of Nunavut's procurement services continue to evolve and improve the level of service to all Government of Nunavut departments and to the general public. Contract regulations and procedures are continually updated to ensure transparent and sound procurement is provided and to evolve to meet emerging needs. Procurement and Contracting Services continue to provide

training and support to all Government of Nunavut departments and corporations to ensure fair, ethical, and transparent procurement and contracting is followed.

The *Nunavummi Nangminiaqtunik Ikajuuti Implementation Act* and regulations, the Government of Nunavut's preferential procurement policy mandated by the Nunavut Agreement, is integrated into virtually all Government of Nunavut procurement activities. The Government of Nunavut co-chairs a review committee with Nunavut Tunngavik Incorporated to conduct periodic reviews (quarterly or as deemed necessary by the co-chairs) to review and update the *Act*. The *Nunavummi Nangminiaqtunik Ikajuuti Implementation Act* and regulations came into effect April 1, 2017 and reflects changes and improvements to the government's preferential procurement system.

Petroleum Products

The Petroleum Products Division plays a key role in Nunavut's energy strategy as it is responsible for all functions related to the supply and delivery of the petroleum in Nunavut. The division continues to face challenges with respect to evolving standards and regulations, particularly in its infrastructure and ground operations, and is undergoing an organizational review to ensure it is positioned to address these challenges.

The price that the Petroleum Products Division pays for fuel products is affected by supply and demand for oil on the world markets, as well as currency exchange rates. Crude oil and refined petroleum product prices continue to be volatile due to political instability, adverse weather, terrorism, and surging demand from developing countries.

It is unclear the impacts of the future price of oil, and the impacts this will have on the Government of Nunavut, residents and businesses within Nunavut. The Division continues to utilize financial instruments such as futures contracts, in order to achieve savings in fuel products. However, given the volatile nature of oil prices, and the territory's dependence on fuel products for its energy needs, the price for oil continues to play a significant role in the Government of Nunavut's long-term fiscal planning.

Financial Resources

The Government of Nunavut receives most of its revenues from the federal government through major fiscal transfers, notably the Territorial Formula Financing (TFF) arrangement. The GN raises the balance of its funds through territorial taxes and other own-source revenue streams.

Until our private-sector economy and tax base expands, the Government will continue to rely on federal transfers and targeted funding initiatives. The Government of Nunavut Finance officials will continue to work closely with federal, provincial, and territorial colleagues to ensure that the Government benefits fully from national funding initiatives.

The Government publishes detailed information about its fiscal situation and financial resources in various ways, including through the Main Estimates, the Capital Estimates, the Supplementary Estimates, the Fiscal and Economic Indicators, and its financial statements (the Public Accounts).

Housing

According to the 2021 Canadian Census, there are 9,925 households in Nunavut. The majority of Nunavummiut live in public housing. As of May 2023, the government, through the Nunavut Housing Corporation, maintains approximately 5,938 public housing units (of which approximately 5,772 are Nunavut Housing Corporation-owned and 220 are leased). Furthermore, the Nunavut Housing Corporation maintains approximately 1,728 staff housing units (of which 580 are owned and 1,148 are leased) and holds mortgages for approximately 125 homeowners. At a total of 7,644 units, this represents a significant majority of Nunavut's total housing stock and makes Nunavut Housing Corporation the largest housing provider in the territory. In 2021, 23.9% (2,375) of all occupied homes in Nunavut were 40 years or older.

The remaining 2,073 housing units include privately owned, federal/municipal staff accommodations, other private sector employers' staff accommodations, Nunavut Arctic College student housing and income support-funded units.

There is limited information on the types of private market rental units/homes in Nunavut outside of Iqaluit. However, given the estimates that public housing and staff housing comprise the majority of occupied homes in the territory (about 71%), approximately 29% of all homes in Nunavut would be considered private market housing. In 2021, approximately 19% of all occupied dwellings were reported as being owned and part of the private market. The remaining 10% of occupied dwellings would therefore include private market rental homes.

In October 2010, the Nunavut-wide Housing Needs Survey revealed details of a known shortage of housing for Nunavummiut:

- 35 % of Nunavut homes were overcrowded;
- 23% of Nunavut homes were in need of major repairs;
- Approximately 4% of the population (1,220 individuals) was “homeless” – including those living temporarily in another person's dwelling.

The survey found that almost half of occupied dwellings were below housing standards, meaning they were either crowded or in need of major repair or a combination of both.

- 63% of Public Housing units were found to be below housing standards;
- 47% of homeowner units were reported to be below housing standards;
- 22% of Government staff housing and 26% of other dwellings were deemed to be below housing standards.

Considering the rapid population growth and the construction rates of the last decade, these numbers have only slightly improved since the survey was carried out. The 2021 census data from Statistics Canada shows that 32.9% of the households in Nunavut are in core housing need, down 3.6% from 36.5% in 2016. However, this is still over 3 times as high as the national average which is 10.1%. A household is in core housing need when one's dwelling is considered unsuitable, inadequate, or unaffordable, and their income levels are such that they could not afford alternative suitable and adequate housing in their community. In all, 76% of those living in public housing and over the age of 18 earn less than \$33,280 a year.

Across the territory, almost half of households received income assistance, with 17% of households being considered low-income after taxes. In public housing, the majority of households had a gross income of \$40,000 or less (which includes the total income of up to two primary tenants), which is not sufficient for households to afford private market rental or homeownership, making the Public Housing Program an important option. Nunavut also has higher average shelter costs for homeowners compared to most other jurisdictions.

Nunavut also has the highest level of overcrowding. According to the census data of 2021, 33.4% of homes in Nunavut are overcrowded. As of March 31, 2023, there were 5,916 public housing units across the territory, with an estimated gap of approximately another 3,000 units. Moreover, just to keep up with population growth in the territory, the Nunavut Housing Corporation estimates that an additional 90-100 new units are needed each year. To help address this gap, In October 2022, the Nunavut Housing Corporation announced a new plan for housing called *Igluliuqatigiingniq: Building Houses Together*, also known as the Nunavut 3000 Strategy, which targets the construction of up to 3000 housing units across the territory by 2030. These programs are designed to encourage the development of the 3,000 units that are targeted for delivery through the strategy including:

- 300 transitional units (single residency units (SROs) / beds)
- 1,400 public housing units
- 900 affordable rental or ownership housing units
- 400 market rental or ownership housing units

Nunavut 3000 is an ambitious and aspirational strategy that will be achieved through coordinated actions and investments across the various partners and stakeholders in Nunavut's housing continuum.

Governance

Nunavut Agreement

The *Nunavut Agreement* was signed in 1993 and the Government of Nunavut remains committed to implementing fully. Effective implementation of this important agreement requires a close working relationship with Nunavut Tunngavik Incorporated (NTI), the Regional Inuit Organizations, Government of Canada and many other stakeholder groups.

The Government of Nunavut will work with Nunavut Tunngavik Incorporated and Crown-Indigenous Relations and Northern Affairs to continue to implement the Nunavut Agreement. Working with all partners to implement obligations of the Nunavut Agreement will support enabling and expanding participation of Inuit in the economy. It will also enhance the services provided by government and its responsiveness to the public it serves.

In order to provide opportunity for Inuit employment in government across the territory, the government is committed to the policy of decentralization and strives to maintain over 60% of the public service outside the capital.

Consensus Government

A consensus government requires broad support for the measures it proposes. The Premier and Ministers are required to take into account and respond to Members' concerns as they work through the legislative and budget processes. The system blends the principles of parliamentary democracy with the Inuit societal values of maximum cooperation, effective use of leadership resources and common accountability.

While elected officials work within a consensus system, the model used for Nunavut's public service is based primarily on the management structure found in the governments of the other northern territories and provinces. All departments need to collaborate to balance consensus government with these existing systems of public administration.

Intergovernmental Relations

Compared with 30 years ago Nunavut is much more "connected" today with the rest of Canada and the world. Since the creation of Nunavut and the Government of Nunavut in 1999, the scope and pace of these interactions has expanded significantly.

Nunavut works to contribute to the development of national and international policies, especially in areas where our territory and its citizens have a unique interest or insight. Our participation in regional, national and international forums fosters important opportunities to educate and advocate about the unique qualities that Nunavut brings to Confederation.

Nunavut works closely with the other territories on mutually prioritized issues, such as climate change, healthcare, and infrastructure. These relations are especially important to gain a common front when advocating for additional needs and resources.

Intragovernmental Relations is just as important as Intergovernmental relations. Ensuring a whole of government approach on issues that affect Nunavummiut and having a stronger and consistent approach establishes a stronger collective at Intergovernmental Forums.

Devolution

After extensive negotiations, spanning several governments, the Government of Nunavut, Nunavut Tunngavik Incorporated and the Government of Canada signed the Nunavut Lands and Resources Agreement. This significant milestone will change the governance and decision making in Nunavut. Planning for implementation with our partners will ensure a smooth transfer of responsibilities.

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INUIT EMPLOYMENT PLAN – Government of Nunavut Departments

Introduction

The Government of Nunavut is committed to achieving a representative workforce with the guidance of Article 23 of the *Nunavut Agreement* by providing opportunities to enhance Inuit participation in government employment. The representative level is defined as the ratio of Inuit to the total population in the Territory and applies to all employment categories.

Nunavut Agreement Article 23.2.1: *“The objective of this Article is to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level. It is recognized that the achievement of this objective will require initiatives by Inuit and by Government.”*

The Government of Nunavut departments and public bodies develop and implement Inuit Employment Plans respectively. Statistical information is provided in the *“Towards a Representative Public Service”* quarterly report that determines the gap between Inuit and non-Inuit by region, community, department and employment category.

The following table is a snapshot of the public service as of September 30, 2023 by employment category:

September 30, 2023	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	41	8	33	80%	15	45%
Senior Management	163	40	123	75%	29	24%
Middle Management	416	138	278	67%	72	26%
Professional	1793	641	1152	64%	345	30%
Paraprofessional	1018	411	607	60%	372	61%
Administrative Support	1438	553	885	62%	756	85%
TOTALS	4869	1791	3078	63%	1589	52%

Note: The table above only reports on established positions of the 11 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Nunavut Business Credit Corporation, Nunavut Development, Corporation, Office of the Legislative Assembly, Minister’s Offices or the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions. The table above reflects the aggregated total of full time and part time positions.

The following table is a snapshot of the public service as of September 30, 2023 by department:

September 30, 2023	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	457	183	274	60%	113	41%
Culture and Heritage	109	44	65	60%	51	78%
Economic Development & Transportation	153	64	89	58%	58	65%
Education	1480	318	1161	78%	577	50%
Environment	139	54	85	61%	48	56%
Executive & Intergovernmental Affairs	98	38	60	61%	46	77%
Family Services	252	85	167	66%	102	61%
Finance	231	86	145	63%	55	38%
Health	1366	678	688	50%	370	54%
Human Resources	117	44	73	62%	38	52%
Justice	468	197	271	58%	132	49%
TOTALS	4869	1791	3078	63%	1589	52%

Note: The tables above only reports on established positions of the 11 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Nunavut Business Credit Corporation, Nunavut Development, Corporation, Office of the Legislative Assembly, Minister's Offices or the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reflects the aggregated total of full time and part time positions.

Our workforce comes from many cultures where all public servants work respectfully and cooperatively towards a representative workforce in the spirit of *Katujjiluta*. Progress will occur by creating and enhancing opportunities for Inuit employment by identifying and providing practical tools to hire Inuit in all departments and public bodies.

Human Resources has taken a developmental role in encouraging representation through promoting higher education and partnerships with recognized institutions and technical providers. These partnerships bring the best in technical training and internship with programs aimed at meeting the unique challenges and accessibility needs of Nunavut and incorporating to the highest degree possible training and mentorship reflecting Inuit societal values.

Government Wide Plan

This section of the Business Plan describes some of the current Government of Nunavut wide initiatives available to all departments and public bodies to support and achieve their Inuit Employment Plans. The initiatives are grouped into two categories:

- Initiatives specifically designed for Inuit
- Initiatives available for all Government of Nunavut employees

Carrying out these initiatives across the departments and public bodies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2025.

The following identifies the targets by employment category:

March 31, 2025	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	41	3	38	93%	18	47%
Senior Management	162	28	134	83%	34	25%
Middle Management	430	105	325	76%	108	33%
Professional	1836	556	1280	70%	411	32%
Paraprofessional	1033	333	700	68%	450	64%
Administrative Support	1477	467	1010	68%	870	86%
TOTALS	4978	1491	3487	70%	1891	54%

Note: The table only reports on funded positions of the 11 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Nunavut Business Credit Corporation, Nunavut Development, Corporation, Office of the Legislative Assembly, Minister's Offices or the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions. The table above reflects the aggregated total of full time and part time positions.

The following is a snapshot of the Inuit employment targets for March 31, 2025 by department:

March 31, 2025	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	480	161	319	66%	142	45%
Culture and Heritage	111	31	80	72%	64	80%
Economic Development & Transportation	159	61	98	62%	67	68%
Education	1501	260	1241	83%	642	52%
Environment	145	38	107	74%	62	58%
Executive & Intergovernmental Affairs	96	25	71	74%	58	82%
Family Services	289	83	206	71%	136	66%
Finance	233	48	185	79%	84	45%
Health	1372	580	792	58%	436	55%
Human Resources	117	23	94	80%	46	49%
Justice	477	182	295	62%	155	53%
TOTALS	4978	1491	3487	70%	1891	54%

Note: The table only reports on funded positions of the 11 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Nunavut Business Credit Corporation, Nunavut Development, Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions. The table above reflects the aggregated total of full time and part time positions.

Initiatives Specifically Designed for Inuit

The following initiatives are available specifically for Inuit to enhance employment and support departmental Inuit Employment Plans:

Priority Hiring Policy

Since 2000, the Government of Nunavut has applied the Priority Hiring Policy. This policy gives priority consideration in the recruitment and selection of Government of Nunavut employees to Inuit. Inuit who meet the qualifications of a position are given priority over other applicants through the competition process. This policy applies to all job competitions in all departments, boards, and public bodies. The Policy was updated in 2011 to include priority treatment, which is now extended to all recruiting actions, including short-term assignments, transfers, and job competitions. As well, all positions created or filled will be analyzed on a graded scale for Inuktitut and Inuinnaqtun language requirements and Inuit traditional knowledge.

Restricted Competitions

Restricted competitions enable Government of Nunavut departments and public bodies to limit the eligibility of certain candidates to specific criteria. This process supports the GN's commitment to the Priority Hiring Policy. *Inuit Only* competitions are a type of restricted competition that are available to Inuit enrolled under the Nunavut Agreement only, wherever they may reside. Another type of restricted competition available to Inuit only is *Inuit by Location* who are ordinarily resident in a specific targeted location on the closing date of a competition.

Sivuliqtiksat Internship Program

Sivuliqtiksat Internship Program is designed to provide professional development opportunities for Inuit to take on leadership positions (Manager/Director level) and specialist positions that are unique to a department/public body. This focus assists the Government of Nunavut in filling the gaps in the senior, middle, professional, and paraprofessional employment categories. The Government of Nunavut supports 16 interns who after the internship period assume the target position. The location of the internship is based on the location of the target position. Orientation, mentoring, work exchanges, and individual learning plans are components of the program.

Trainee and Internships

The Government of Nunavut has undertaken some internship programs that provide on the job training to Inuit employees. These vary in length depending on the position and the skill level of the individual. Departments and public bodies initiate such trainee/internship positions and fund them internally.

Inuktitut as a First Language

Inuktitut First Language courses are available throughout the year for employees to increase oral, typing, written and reading proficiency. It is at the discretion of GN employees to register for these classes.

Policy Foundations Series

The Policy Foundations Series is the foundational series in the Policy Skills Development Program, which is a comprehensive training program that will enable Inuit employees of the Government of Nunavut to explore the perspectives, knowledge and skills needed for a career in public policy.

Amaqtaarniq Education Leave Program

The aim of Amaqtaarniq is to remove barriers to post-secondary education for eligible Inuit employees and to help the Government of Nunavut to fill specialized positions with qualified Inuit. Amaqtaarniq sponsors long-term post-secondary education leave for Government of Nunavut (GN) Inuit employees who wish to qualify for a hard to fill job or profession in the GN that is not found in their home department.

Career Broadening Program

The Career Broadening Program provides on the job experience for Government of Nunavut (GN) Inuit employees so that they can gain the knowledge and skills needed for a successful career in the GN. The Career Broadening Program provides opportunities for employees to:

- Acquire or broaden their work-related skills.
- Develop management skills and experience that will help them to successfully compete for a first management position, or to move from manager to director level.
- Develop public service skills and experience needed to successfully compete for indeterminate positions.
- Fill special project leadership roles.

Training Travel Fund

The goal of the Training Travel Fund is to increase both the number of Inuit employees who take job and career related training and the amount of training they access. The program has been set up to pay the travel costs of Government of Nunavut Inuit employees who must leave their home communities in order to attend job and career related training.

Inuit Executive Career Development Program

The Inuit Executive Career Development Program is designed to increase Nunavut Inuit leadership capacity within the Government of Nunavut. This program supports Inuit career development and advancement into senior management and executive positions.

Over a three-year period, the program supports GN employees through the completion of a Graduate Diploma in Leadership and Management. It also provides wraparound support to participants, such as study tours, access to Elder and subject-expert mentors, and customized Inuktitut language training.

Initiatives Available for All Government of Nunavut Employees

The Government of Nunavut is a diverse organization working together to create a respectful and productive work environment. The following initiatives are available for all Government of Nunavut employees that can also be used to enhance Inuit employment and support departmental Inuit Employment Plans:

Policy Skills Development Program

The Policy Skills Development Program is a comprehensive training program that will enable Inuit employees of the GN to explore the perspectives, knowledge and skills needed for a career in public policy. It deepens the knowledge, skills and competencies of GN policy professionals through a comprehensive Policy Training and Advanced Policy Training Series.

Hivuliqtikhanut Leadership Program

The Hivuliqtikhanut Leadership Development Program is designed to build and sustain leadership capacity within the Government of Nunavut. This is the first time Nunavut has initiated a unique leadership program specifically aimed to strengthen the public service. The Hivuliqtikhanut Leadership Program provides modular, classroom-based learning for emerging leaders, supervisors and senior managers using the GN Competency Model and Inuit Societal Values as its foundation. Graduates of the program have advanced standing with Nunavut Arctic College's Management Studies Diploma program and Dalhousie University's Masters of Public Administration and Information Management programs.

Education Leave

The Government of Nunavut supports its employees to improve continually their skills. The Education Leave directive allows employees to take leave for educational pursuits. This provides employees with the opportunity to take advantage of external training. Employees must be in indeterminate positions and have been employed at least 3 years before they can apply for education leave. Education leave can be approved for short or long term, and with or without financial assistance.

Trainer's Allowance

The Government of Nunavut provides a trainer's allowance to any employee who is in a position where they are training another employee through on-the-job training. To receive the trainer's allowance, a learning plan and a training agreement must be signed off by participants and funded internally in their respective departments or public bodies.

Learning and Development Courses

Human Resources coordinates the general learning and development training courses that are available for all GN employees. These general short courses and workshops (1-5 days) are designed to meet general training needs in such areas as computer literacy, financial management, supervisory skills, and human resources management. HR collaborates with various service providers for program delivery by institutions that specialize in that subject matter.

Training Fund

This fund is available for all departments and public bodies to develop technical, job specific competencies and address the unique learning needs in a department/body, division or position. Each program is designed and delivered by the employing department/body which submits a proposal to an interdepartmental committee for funding approval. An annual call out is issued each fiscal year.

Mentorship

The Government of Nunavut has a mentorship program open to all GN employees to support their professional and personal growth. Participation in the program is voluntary and initiated by the employee. Mentors for example can be provided to nurses graduating from the Nunavut Nursing Program or to participants in training programs. The GN Mentorship Program's foundation is deeply rooted in the guiding principles of the Inuit Societal Values and is available for all public servants.

Inuktitut as a Second Language

Inuktitut Second Language courses are available throughout the year for employees to increase oral, typing, written and reading proficiency. It is at the discretion of GN employees to register for these classes.

Learning Plans

A Learning Plan template is used by employees, with the support of their supervisor, to identify what areas they would like to take training and development opportunities for career aspirations. The Learning Plan is the foundation tool used for internships and trainee positions.

Occupational Certificate Training Programs

Human Resources develops certificate training programs targeted at occupations found in all Departments. The occupational training programs are designed to be delivered in modules towards a GN certificate of achievement. Public Service Training has delivered occupational programs such as the Human Resource Learning Series, the Master's Certificate in Project Management, the Diversity and Inclusion Program, and the Mediation and Facilitation Certificate Program.

Restricted Competitions

Restricted competitions enable Government of Nunavut departments and public bodies to limit the eligibility of certain candidates to specific criteria. *Internal competition* is a type of restricted competition that is available to current indeterminate, term, casual and relief GN employees only who are employees on the closing date of a competition.

Summer Student Employment Equity Program

The Summer Student Employment Equity Program is available to all secondary and post-secondary students living in Nunavut and studying in or outside Nunavut. This program is designed to provide opportunities for students to explore different types of work and is an integral part of the development of Nunavummiut youth to gain practical and meaningful working experience in the public service. Inuit receive priority in the summer student hiring process under the Priority Hiring Policy.

Transfer Assignments

Transfer assignments are typically opportunities for current Government of Nunavut employees to develop new skills and abilities sometimes in different departments. Transfer assignments can be done up to a maximum of three years. They can be done competitively (encouraged) or non-competitively.

Orientation

Orientations are available to for all employees and are designed to provide a general orientation to the Government of Nunavut. Orientations that are more specific are provided in the individual workplaces. In addition, cultural orientations are offered across the Government of Nunavut. Topics include the history of Nunavut, Inuit Societal Values, and a traditional activity is also included as part of the session.

Specific Departmental Initiatives

Descriptions of department specific initiatives are available in their respective sections of the business plan.

**Department of
Executive and
Intergovernmental
Affairs**

**Business
Plan**

2024-2026

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CORE BUSINESS

The Department of Executive and Intergovernmental Affairs consists of the following six lines of core business:

	Budget (\$000)			
	2023-24	2024-25	2025-26	2026-27
Directorate	3,826	3,839	3,839	3,839
Strategic Management	3,909	3,738	3,738	3,738
Nunavut Cabinet	5,680	5,812	5,812	5,812
Commissioner of Nunavut	351	351	351	351
Intergovernmental Affairs	5,493	5,435	5,435	5,435
Devolution Secretariat	2,712	2,714	2,714	2,714
TOTAL	21,971	21,889	21,889	21,889

Katujjiluta

The Department of Executive and Intergovernmental Affairs provides a central coordination role in the implementation of Katujjiluta mandate actions, with the goal of ensuring the Government of Nunavut meets strategic outcomes envisioned in the mandate.

The department's responsibilities include specific leadership for the following mandate commitments of the 6th Legislative Assembly:

- Lead (on an interim basis) the development of a comprehensive elders and senior care strategy with broad input from elders, families, communities, and partners.
- Review and improve Government of Nunavut organizational structures to meet increasing demand for programs and services and to identify opportunities for further decentralization.

Directorate

The Directorate provides overall management and coordination of the activities and responsibilities of the Executive branch of government. As Secretary to Cabinet, the Deputy Minister provides Cabinet and Ministerial support. It also supports the Senior Personnel Secretariat function and provides administrative support to the Utility Rates Review Council.

The communications division provides leadership, support and strategic communications planning to departments, as well as ensures consistent messaging from the Government of Nunavut (GN).

Objectives

- Support the Cabinet under the direction of the Premier.

Department of Executive and Intergovernmental Affairs

- Coordinate interdepartmental initiatives through Deputy Ministers Committees.
- Communicate Cabinet direction to the public service.
- Provide leadership and support to ensure that Katujjiluta priorities are implemented.
- Collaborate with other departments on joint efforts to achieve mandate objectives.
- Coordinate the government communication strategies and ensure consistent messaging.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Deputy Minister’s Office	860	860	860	860
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This Office supports and organizes the overall work of Cabinet and its committees. It also coordinates the Deputy Ministers Committee and its subcommittees, as well as leading interdepartmental policy coordination.

Corporate Services	1,278	1,284	1,284	1,284
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Corporate Services provides financial and administrative support to the Department of Executive and Intergovernmental Affairs, the Office of the Premier, the Cabinet Ministers, and the Commissioner of Nunavut. This program provides human resource support, planning and evaluation, budget development, analysis and control, and departmental financial accounting and payment services.

Utility Rates Review Council	345	346	346	346
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The Utility Rates Review Council is an arms-length advisory council. It responds to its mandate as set out in the *Utility Rates Review Council Act*. It provides advice and recommendations to the responsible Minister of a designated utility or any other Minister. It advises on matters concerning the imposition of rates and tariffs related to the provision of electricity service, permission for major capital projects and any other matters related to a utility that are referred to the Council. This regulatory model helps balance the public interest in the context of the objective of providing safe, reliable and affordable electricity service to the ratepayers of Nunavut by Qulliq Energy Corporation.

Communications	1,174	1,180	1,180	1,180
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As a centralized function, the Communications Division provides support to government departments and agencies in the development of communications products and services. By offering advice and assistance in planning and co-ordination, the Communications Division aids the departments in developing strategies for public relations, media relations, and internal communications. The division is also responsible for promoting the profile of the Government of Nunavut.

Senior Personnel Secretariat	169	169	169	169
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The Senior Personnel Secretariat is responsible for providing oversight of Deputy Minister and Associate Deputy Minister recruitment and staffing, onboarding, learning plans/training /mentoring, performance management, and administrative support.

Total, Directorate	3,826	3,839	3,839	3,839
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Priorities (2023-24)

- Provide government-wide coordination on the implementation of Katujjiluta priorities and implement an outcome-based performance plan to show progress towards achieving mandate objectives.
Status: The department coordinates the implementation of Katujjiluta priorities, ensuring proper supports and structures are in place to advance initiatives. An annual mandate performance report was produced in collaboration with departments and corporations to show progress towards achieving mandate objectives. The department also coordinated the development of the government's mid-term mandate report.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.
Status: The Partnership Declaration between the Government of Nunavut and Nunavut Tunngavik Incorporated commits the organizations to work together to advance interests of Inuit in Nunavut. Workplans are being developed to focus work on shared priorities established by the Nunavut Partnership Committee which consists of Cabinet Ministers and Board Members of Nunavut Tunngavik Incorporated.
- Refresh existing departmental strategies and plans in order to focus efforts and move forward more rapidly on government priorities.
Status: Departmental strategies and plans are reviewed in consideration of Katujjiluta mandate priorities. The department has established a policy development process which includes oversight by Deputy Minister Committees and Cabinet Committees.
- Through the department's central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.
Status: The department coordinates the review of draft initiatives through the policy development process and provides support for interdepartmental initiatives which may include outcomes in more than one priority area in Katujjiluta.
- Ensure that the public service is optimally-structured, staffed and supported to deliver on Katujjiluta priorities.
Status: The department, through their central agency role, provides advice and support to departments and corporations regarding their organizational structure and staffing capacity to deliver on Katujjiluta priorities and objectives.
- Finalize the decentralization review, consider recommendations to meet increasing demand for programs and services including opportunities for further decentralization of the Government of Nunavut.
Status: The department will work with the Department of Human Resources to initiate a review of the decentralization. A report will be developed to present findings, observations, and recommendations to meet increasing demand for programs and services in Nunavut.

- Based on the broad analysis of the implementation of Article 23 of the Nunavut Agreement, identify opportunities and initiatives to support strategic outcomes in Katujjiluta.
Status: The department will undertake a broad analysis of Article 23 implementation once the independent review is complete. The department continues to provide policy support for the development of government-wide human resource policies and will continue to identify opportunities and initiatives to support strategic outcomes in Katujjiluta.
- Conduct consultations, engage partners and stakeholders, to develop a draft elders and senior care strategy. Finalize the strategy with broad input from elders, families, communities, and partners and begin development of an implementation plan.
Status: Consultations were conducted with Elders, families and stakeholders through regional gatherings, focus groups, and interviews. A “What We Heard” report has been prepared. The department, in collaboration with departments and agencies, has developed a strategic action plan.
- Finalize implementation of the government-wide communications review recommendations designed to ensure consistent standards of service across departments.
Status: The department continues to review the recommendations with Government of Nunavut departments and agencies. The department anticipates updating communications policies and procedures by the end of 2023-24.
- Ensure training opportunities are provided for the Utility Rate Review Council to remain at the forefront of regulatory issues.
Status: Some members have had the opportunity to attend educational conferences organised by the Canadian Association of Canadian Association of Members of Public Utility Tribunal (CAMPUT) and Education.
- The Utility Rate Review Council expects to receive applications from the Qulliq Energy Corporation.
Status: Completed “Report 2023-01 Net Metering Program Revision Application” and “Report 2023-02 An Application by the Qulliq Energy Corporation for Approval of a Fuel Stabilization Rate from April 1, 2023 to September 30, 2023.” As well, the URRC is in the middle of responding to Qulliq Energy Corporation’s “Base Rate Amendment Application” URRC Report 2024-01. It will be submitted on January 16, 2024.
- Update the Utility Rates Review Council’s *Rules of Procedures and Practices and rate settings Guidelines March 2007*.
Status: This initiative is delayed to 2024-2025.

Priorities (2024-25)

- Provide government-wide coordination on the implementation of Katujjiluta priorities and implement an outcome-based performance plan to show progress towards achieving mandate objectives.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.

- Ensure departmental plans are implemented to ensure that efforts are focused and move forward more rapidly on government priorities.
- Through the department's central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.
- Ensure that the public service is optimally-structured, staffed and supported to deliver on Katujjiluta priorities.
- Develop and implement a decentralization plan to meet increasing demand for programs and services throughout Nunavut.
- Provide oversight to meeting obligations for implementing Article 23 obligations of the Nunavut Agreement including initiatives to support strategic outcomes in Katujjiluta.
- Finalize the implementation plan and ensure implementation of initiatives outlined in the comprehensive elders and senior care strategy.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.
- In our central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.
- Update the Utility Rates Review Council's Rules of Procedures and Practices and rate settings Guidelines March 2007.
- The Utility Rate Review Council will review applications received from the Qulliq Energy Corporation.
- Continue to ensure training opportunities are provided for the Utility Rate Review Council to remain at the forefront of regulatory issues.

Priorities (April to October 2025)

- Provide government-wide coordination on the implementation of Katujjiluta priorities and implement an outcome-based performance plan to show progress towards achieving mandate objectives.
- Continue to implement or provide support for the implementation of initiatives outlined in the comprehensive elders and senior care strategy and implementation plan to support strategic outcomes of Katujjiluta.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.

- In our central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.
- The Utility Rates Review Council will review applications received from the Qulliq Energy Corporation, including a new general rate application.

Strategic Management

The Strategic Management Branch provides broad advice on government business planning, strategies, policies, and legislation, and provides support for reviews of programs and services. The branch ensures that the government has current and accurate statistical information on Nunavut. The branch also provides advisory services regarding Access to Information and Privacy Protection issues, and administrative support to government departments and agencies.

Objectives

- Provide analysis, advice and central registry services for Cabinet documents.
- Liaise with government departments on their submissions to Cabinet.
- Produce effective program evaluation, performance measurement, and evaluation consultation services on matters of Nunavut-wide interest.
- Produce accurate and appropriate statistical data on Nunavut.
- Manage the GN access to information and protection of privacy requirements.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Policy and Planning		1,800	1,595	1,595	1,595
This division provides policy support and advice to Cabinet Committees and government departments, as well as liaises with other organizations at the policy level. The division provides central coordination of legislative, policy, and regulation development processes to ensure implementation of Article 32 of the Nunavut Agreement.					
Nunavut Bureau of Statistics		683	791	791	791
<i>Nunavut Kiglisiniaqtiit</i> (Nunavut Bureau of Statistics) is the government's central statistical agency. It collects, analyzes and distributes statistical data on Nunavut, and provides assistance and advice on the use of statistical data. <i>Nunavut Kiglisiniaqtiit</i> is also Statistics Canada's statistical focal point for Nunavut, and as such represents Nunavut's interests within the national statistical system.					
Access to Information and Protection of Privacy Office		781	630	630	630

This division ensures compliance with the *Access to Information and Protection of Privacy Act* (ATIPP) and provides coordination of all ATIPP related issues, activities and training. The division

also provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.

Cabinet Secretariat	645	722	722	722
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This division provides advice and support to Cabinet and government departments regarding Cabinet submissions. The division provides objective analysis and strategic advice on government wide priorities, strategies, and initiatives.

Total, Strategic Management	3,909	3,738	3,738	3,738
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Priorities (2023-24)

- Maintain and ensure implementation of a government-wide workplan to implement shared priorities as outlined in the Partnership Declaration with Nunavut Tunngavik Incorporated.
Status: The department has developed shared priorities with Nunavut Tunngavik Incorporated and have established senior level working groups with Inuit organizations. The working groups have initiated the development of workplans to implement joint actions.
- Maintain a Government of Nunavut calendar of planned initiatives and ensure potential engagement with Nunavut Tunngavik Incorporated as outlined in the Article 32 Katujjiqatigiinniq Policy.
Status: The department coordinated the development of a calendar of planned initiatives in collaboration with GN departments and corporations. The calendar was shared with Nunavut Tunngavik Incorporated as required under the Katujjiqatigiinniq Article 32 Policy. The department has initiated discussions with Nunavut Tunngavik Incorporated to identify options to update the Katujjiqatigiinniq Article 32 Policy.
- Work with the Department of Culture and Heritage to implement a formalized process to engage Tuttarviit and the Inuit Qaujimajatuqangit Katimajiit on policy and legislative development.
Status: The Department of Culture and Heritage is currently reviewing the Iviqtippalliajut Framework. This review and any updates to the Framework will be used to inform the process to engage Tuttarviit and the Inuit Qaujimajatuqangit Katimajiit on policy and legislative development.
- Complete development of capacity building initiative to increase the number of Inuit working in the policy field within the Government of Nunavut and develop an implementation plan.
Status: The department is working with departments and corporations on a policy capacity building initiative to increase the number of Inuit working in the policy field within the Government of Nunavut. The department, through the Article 32 relationship with Nunavut Tunngavik Incorporated, secured four spots for Government of Nunavut Inuit employees to participate in a Public Administration Program being delivered by Nunavut Tunngavik Incorporated.
- Work with the Department of Finance to ensure up-to-date information on public agencies and their boards, including upcoming board vacancies and applications.

Status: The department is working on developing a webpage with up-to-date information on public agencies and their boards, upcoming board vacancies and associated application processes.

- Create modern training modules for ATIPP authorities regarding ATIPP requests, privacy impact assessments, privacy breaches, and monitoring of departmental ATIPP compliance.
Status: The Territorial Access to Information and Protection of Privacy Office has full training modules for Access Requests and Privacy Breach Investigations. Work on a training module for Privacy Impact Assessments will commence after full review of the current Privacy Impact Assessment process. The Access to Information and Protection of Privacy Office will initiate the development of online self-guided courses.
- Create a mandatory training regime for Government of Nunavut employees at each organizational level regarding their ATIPP obligations and responsibilities.
Status: The Government of Nunavut's Information Technology Security Awareness Training Program includes Access to Information and Protection of Privacy specific training. The Access to Information and Protection of Privacy Office also worked with the Department of Health to develop an online privacy module for health professionals. The Access to Information and Protection of Privacy Office has developed training material that can be used as part of on-boarding and orientation of new staff and will work. Work on creating a mandatory training regime will continue in 2024-2025.

Priorities (2024-25)

- Ensure effective implementation of the government-wide workplan on shared priorities as outlined in the Partnership Declaration with Nunavut Tunngavik Incorporated.
- Maintain a Government of Nunavut calendar of planned initiatives and ensure potential engagement with Nunavut Tunngavik Incorporated as outlined in the Article 32 Katujjiqatigiinniq Policy.
- Work with Nunavut Tunngavik Incorporated to implement identified options to update the Katujjiqatigiinniq Article 32 Policy.
- Implement objectives in the capacity building initiative to increase the number of Inuit working in the policy field within the Government of Nunavut.
- Create a mandatory training regime for Government of Nunavut employees at each organizational level regarding their Access to Information and Protection of Privacy obligations and responsibilities.
- Modernize Access to Information and Protection of Privacy interfaces for the public and for the public service.

Priorities (April to October 2025)

- Ensure effective implementation of the government-wide workplan on shared priorities as outlined in the Partnership Declaration with Nunavut Tunngavik Incorporated.
- Maintain a Government of Nunavut calendar of planned initiatives and ensure potential engagement with Nunavut Tunngavik Incorporated as outlined in the Article 32 Katujjiqatigiinniq Policy.
- Conduct a review of the Access to Information and Protection of Privacy Act for potential updates.

Nunavut Cabinet

Cabinet, the executive branch of government, is formed by the Premier and eight Ministers, each of whom holds specific portfolios assigned by the Premier. Cabinet develops the mandate and strategic direction of the Government of Nunavut. This branch includes the staff in the Premier's Office and each of the Minister's Offices, who provide administrative and advisory services to the members of Cabinet.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Premier's Office		1,641	1,649	1,649	1,649
The Premier has a budget to cover five staff and relevant operational expenses. Within the general framework set by Cabinet and legislation, the Premier guides the activities of the government and is supported by this office.					
Ministers' Offices		4,039	4,163	4,163	4,163
Each Minister has a budget to cover two staff and relevant operational expenses. The Ministers, within the general framework set by Cabinet and legislation, guide the activities of these offices.					
Total, Nunavut Cabinet		5,680	5,812	5,812	5,812

Commissioner Of Nunavut

The Commissioner of Nunavut is an appointee of the federal government holding office under an act of Parliament. Similar to a provincial lieutenant governor, some of the roles of the Commissioner include representing the King or Sovereign and performing prescribed constitutional duties. Sections 5 to 10 of the Nunavut Act prescribe the authority and responsibilities of the Commissioner of Nunavut.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Commissioner's Office		351	351	351	351
The Commissioner and Deputy Commissioner of Nunavut are federal appointees, similar to a provincial Lieutenant Governor. The Commissioner performs constitutional and statutory duties and assists in protocol and cultural capacities supported by one staff person.					
Total, Commissioner Of Nunavut		351	351	351	351

Intergovernmental Affairs

Intergovernmental Affairs Branch provides leadership and coordination for the management and development of strategies, policies and initiatives relevant to international, federal, provincial and territorial government relations. It manages relationships with indigenous, circumpolar, and related international organizations. It coordinates matters related to programs and services for immigration. It is also responsible for the establishment of and support for the network of Government Liaison Officers in communities throughout Nunavut.

Objectives

- Enhance and foster strong working relationships with other governments, including provincial, territorial, federal and foreign.
- Coordinate the development of government strategies, policies and initiatives relating to Nunavut's federal, provincial and territorial relations and participate in federal, provincial and territorial meetings that relate to intergovernmental affairs, Indigenous issues, Arctic and northern issues, and others.
- Coordinate Government of Nunavut activities relating to the Government of Nunavut relationship with Nunavut Tunngavik Incorporated and Regional Inuit Organizations.
- Coordinate Government of Nunavut implementation of the *Nunavut Agreement*, the *Nunavik Inuit Land Claims Agreement*, and the *Eeyou Marine Region Land Claims Agreement*.
- Coordinate the Government of Nunavut's relationship with Crown-Indigenous Relations and Northern Affairs Canada, Global Affairs Canada and other federal departments and agencies.
- Participate in and coordinate the Government of Nunavut's roles in Arctic institutions including Inuit Circumpolar Council (Canada) and the Arctic Council.
- Coordinate Government of Nunavut positions and participate in federal and provincial negotiations on overlapping indigenous land claims and their implementation.
- Coordinate Government of Nunavut positions and participation in federal, provincial, territorial, and National Indigenous Organization initiatives and meetings.
- Provide the public and all levels of government with an initial government point-of-contact in every community.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Intergovernmental Relations		893	889	889	889
<p>Intergovernmental Relations liaises with other GN departments, and territorial, provincial and federal governments. It coordinates, negotiates and work with other governments and organizations on a variety of mandated issues and priorities. Intergovernmental Relations lead preparations for intergovernmental activities such as the Northern Premiers’ Forum, Western Premiers’ Conference, Council of the Federation, First Ministers’ meetings, as well as interprovincial-territorial and bilateral activities. It also supports the Government of Nunavut’s participation in the development of FPT work. This division also includes the Assistant Deputy Minister Intergovernmental Affairs and the Chief of Protocol.</p>					
Government Liaison		3,782	3,786	3,786	3,786
<p>At the community level, the Government Liaison Officer is the first point-of-contact for Nunavummiut with government. These officials ensure that government services can be more easily accessed in every community. The division serve to establish and maintain active two-way communications with the public and provide easier access to programs and services.</p>					
Indigenous & Circumpolar Affairs		671	603	603	603
<p>This division manages and advises on government policies and positions relating to the implementation of the <i>Nunavut Agreement</i>; the implementation of the Nunavik Inuit Land Claims Agreement, and the Eeyou Marine Region Land Claims Agreement; and the negotiation of Ghotelnene K’odtineh Dene Agreement and Athabasca Denesųliné Agreement in Nunavut. It also coordinates, advises, and/or works with relevant Government of Nunavut departments on federal-provincial-territorial initiatives pertaining to Indigenous issues such as the United Nations Declaration on the Rights of Indigenous Peoples, , as well as relations with the federal, provincial and territorial governments on other Indigenous issues as they arise. Circumpolar Affairs is responsible for the coordination of Arctic Council related work, bilateral relations with circumpolar governments, regions and organizations, and relations with circumpolar Indigenous groups. It serves the Government of Nunavut by being point-of-contact for the development and implementation of Canada’s Arctic and Northern Policy Framework.</p>					
Immigration		147	157	157	157
<p>The office will lead and support the creation and delivery of, immigration and related programs and services in Nunavut.</p>					
Total, Intergovernmental Affairs		5,493	5,435	5,435	5,435

Priorities (2023-24)

- Provide government-wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.
Status: The department coordinates and participates in Nunavut Implementation Panel meetings, scheduled 3-4 times a year, to monitor and discuss implementation activities of the

Nunavut Agreement. Negotiations for the next 10-year implementation contract and the independent review of Article 23 are expected to be complete before March 31, 2024.

- Implement initiatives to strengthen the central coordination of intergovernmental affairs for the Government of Nunavut.
Status: The branch working closely with other departments to ensure a whole of government approach is taken when advancing intergovernmental affairs matters. Intergovernmental Relations is reviewing options to improve processes when collaborating with departments.
- Continue to nurture strategic partnerships with Inuit organizations and federal/provincial/territorial governments to meet the needs of communities and advance the goals and aspirations of Nunavummiut.
Status: The department has begun implementation of the Newfoundland and Labrador-Nunavut Memorandum of Understanding (signed February 2023) and signed a new memorandum of understanding with the Government of Ontario in August 2023. The department also provides annual funding support to the Inuit Circumpolar Council, Arctic Council's Sustainable Development Working Group, and the Arctic Inspiration Prize.
- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
Status: The Government Liaison Officer Division continues to work and enhance accessibility by working with government departments and third-party organizations such as Service Canada and Canada Revenue Agency. Government Liaison Officers from all three regions met in Iqaluit for training in October 2023, which included workshops with the departments of Economic Development and Transportation and Justice regarding additional services that the officers could deliver in communities.
- Coordinate Premier's attendance and participation at national and regional meetings such as Council of the Federation, Western Premiers' Conference, Northern Premiers' Forum, and First Ministers' meetings.
Status: Premier of Nunavut participated in the Northern Premiers' Forum in Inuvik in May 2023, the Western Premiers' Conference in Whistler, BC in June 2023, and Council of the Federation in Winnipeg in July 2023.
- Continue to actively participate in intergovernmental fora at the executive level and officials' level in the areas of circumpolar, Indigenous affairs and other intergovernmental meetings.
Status: The department coordinates the government's attendance at various fora with Inuit organizations and advances Nunavut's interest under Canada's Arctic and Northern Policy Framework. The Government of Nunavut also participated in the renewed Indigenous-Federal-Provincial-Territorial Forum in November 2023 and the Forum for Ministers Responsible for Immigration in November 2023.
- Continue to actively participate on the Implementation Committees of the Nunavik Inuit Land Claims Agreement and Eeyou Marine Region Land Claims Agreement, and in the finalization of Denesuline overlap treaties in the Kivalliq their implementation plans, and subsequent Nunavut Agreement amendments.

Status: The department continues to work with the Department of Justice to finalize the initialled Agreements, their implementation plans, and subsequent amendments to the Nunavut Agreement. There is also work beginning on the Ghotelnene K'odtineh Dene and Athabasca Denesųliné ratification committees and communications planning.

Priorities (2024-25)

- Provide government-wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.
- Continue to nurture strategic partnerships with Inuit organizations and federal/provincial/territorial governments and to advance the goals and aspirations of Nunavummiut.
- Provide enhanced one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Continue to coordinate Premier's attendance and participation at national and regional meetings such as Council of the Federation, Western Premiers' Conference, Northern Premiers' Forum, and First Ministers' meetings.
- Chair and host the 2024 Northern Premiers' Forum in Nunavut.
- Continue to actively participate on the Implementation Committees of the *Nunavik Inuit Land Claims Agreement* and *Eeyou Marine Region Land Claims Agreement*.
- Participate in the activities to finalize the Ghotelnene K'odtineh Dene Agreement and Athabasca Denesųliné Agreement, their implementation plans, and subsequent Nunavut Agreement amendments.

Priorities (April to October 2025)

- Provide government-wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.
- Continue to nurture strategic partnerships with Inuit organizations and federal/provincial/territorial governments and to advance the goals and aspirations of Nunavummiut.
- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Continue to coordinate Premier's attendance and participation at national and regional meetings such as Council of the Federation, Western Premiers' Conference, Northern Premiers' Forum, and First Ministers' meetings.

- Continue to actively participate in intergovernmental fora at the executive level and officials' level in the areas of circumpolar, Indigenous affairs and other intergovernmental meetings.
- Continue to actively participate on the Implementation Committees of the *Nunavik Inuit Land Claims Agreement* and *Eeyou Marine Region Land Claims Agreement*, and if finalized, Ghotelnene K'odtineh Dene Agreement and Athabasca Denesųłiné Agreement.

Devolution Secretariat

The Devolution Secretariat leads the Government of Nunavut's preparation for and participation in negotiations with the Government of Canada and Nunavut Tunngavik Incorporated towards the conclusion of a Devolution Agreement. The transfer of administration and control of Crown lands, rights in respect of waters, and resources in Nunavut is a priority of the Government of Nunavut and essential for the territory's long-term political and economic development. The Devolution Secretariat will also be responsible for coordinating the implementation of a Devolution Agreement and any subsequent negotiations resulting from this Agreement.

Objectives

- Coordinate and lead devolution related negotiations for the Government of Nunavut.
- Coordinate and lead implementation activities for the Government of Nunavut.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Devolution Secretariat		2,712	2,714	2,714	2,714
Total, Devolution Secretariat		2,712	2,714	2,714	2,714

The Devolution Secretariat leads the Government of Nunavut's participation in negotiations with the Government of Canada and Nunavut Tunngavik Incorporated relating to the devolution

Priorities (2023-24)

- Complete, as required, the negotiations of a Devolution Agreement and/or subsequent agreements resulting from the Devolution Agreement, and direct and coordinate devolution implementation for the Government of Nunavut. Prepare for negotiations of any subsequent agreements (e.g. offshore).

Status: Devolution Agreement was completed and signed. Following the signing, the Devolution Secretariat initiated the start of implementation activities and began preparing for securing direction for subsequent negotiations.

Priorities (2024-25)

- Lead the negotiations of any subsequent agreements resulting from the Devolution Agreement, as required; direct and coordinate devolution implementation for the Government of Nunavut to prepare for the Transfer Date (April 1, 2027).

Priorities (April to October 2025)

- Continue or complete negotiations of any subsequent agreements, as required; direct and coordinate devolution implementation for the Government of Nunavut to prepare for the Transfer Date (April 1, 2027).

Financial Summary

Branch	2023-2024 Main Estimates		2024-2025 Main Estimates		2025-2026 Planned		2026-2027 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,890	17.0	2,903	17.0	2,903	17.0	2,903	17.0
Grants & Contributions	-		-		-		-	
Other O&M	936		936		936		936	
Subtotal	3,826		3,839		3,839		3,839	
Strategic Planning								
Compensation & Benefits	3,793	32.0	3,822	30.0	3,822	30.0	3,822	30.0
Grants & Contributions	-		-		-		-	
Other O&M	116		116		116		116	
Subtotal	3,909		3,938		3,938		3,938	
Nunavut Cabinet								
Compensation & Benefits	3,945	21.0	4,066	21.0	4,066	21.0	4,066	21.0
Grants & Contributions	-		-		-		-	
Other O&M	1,735		1,546		1,546		1,546	
Subtotal	5,680		5,612		5,612		5,612	
Commissioner of Nunavut								
Compensation & Benefits	203	1.0	203	1.0	203	1.0	203	1.0
Grants & Contributions	10		10		10		10	
Other O&M	138		138		138		138	
Subtotal	351		351		351		351	
Intergovernmental Affairs								
Compensation & Benefits	4,564	38.0	4,585	38.0	4,585	38.0	4,585	38.0
Grants & Contributions	325		325		325		325	
Other O&M	604		525		525		525	
Subtotal	5,493		5,435		5,435		5,435	
Devolution Secretariat								
Compensation & Benefits	1,837	10.0	1,839	11.0	1,839	11.0	1,839	11.0
Grants & Contributions	-		-		-		-	
Other O&M	875		875		875		875	
Subtotal	2,712		2,714		2,714		2,714	
Total	21,971	119.0	21,889	118.0	21,889	118.0	21,889	118.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Executive and Intergovernmental Affairs	As at Sept. 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	98		96	
Total Filled Positions	60	61%	71	74%
Total Vacancies	38	39%	25	26%
Total Inuit	46	77%	58	82%
Total Executive Positions	5		5	
Total Filled Executive Positions	5	100%	5	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	4	80%	4	80%
Total Senior-Management Positions	11		11	
Total Filled Senior-Management Positions	9	82%	9	82%
Total Vacant Senior-Management Positions	2	18%	2	18%
Total Inuit in Senior-Management Positions	4	44%	4	44%
Total Middle-Management Positions	9		10	
Total Filled Middle-Management Positions	8	89%	7	70%
Total Vacant Middle-Management Positions	1	11%	3	30%
Total Inuit in Middle-Management Positions	4	50%	6	86%
Total Professional Positions	38		34	
Total Filled Professional Positions	11	29%	17	50%
Total Vacant Professional Positions	27	71%	17	50%
Total Inuit in Professional Positions	8	73%	12	71%
Total Paraprofessional Positions	5		5	
Total Filled Paraprofessional Positions	3	60%	4	80%
Total Vacant Paraprofessional Positions	2	40%	1	20%
Total Inuit in Paraprofessional Positions	3	100%	3	75%
Total Administrative Positions	30		31	
Total Filled Administrative Positions	24	80%	29	94%
Total Vacant Administrative Positions	6	20%	2	6%
Total Inuit in Administrative Positions	23	96%	29	100%

Note: The department will receive funding for a total of 118 PYs in 2024-25. Of this total, 22 are excluded from the EIA Chart: 21 Cabinet Staff and 1 Commissioner of Nunavut Staff.

Capacity

As of September 30, 2023, 77% of total 60 filled positions were held by Nunavut Inuit. This is a 2% decrease from the 79% Inuit representation in September 2022. The goal of the department in

the coming year is to increase the Inuit representation to 82% with an increase in capacity from 61% to 71% by March 31, 2025. The 82% target would be reached with 58 out of 71 positions filled by Inuit.

It was a challenging year with respect to staffing. The department's focus is to retain or increase Inuit employment percentages by recognizing our middle management and professional level Inuit employees who would like to move up to our senior and executive level team as well as middle management categories, by providing professional development agreements supported with training plans. The department will continue to run the competitive process to fill the vacancies that are left as a result of our Inuit employees moving into more senior positions.

Inuit Employment Plans

As of September 2023, the department's capacity was 61% and Inuit employment at 77%. Inuit representation was higher in departmental positions located in communities outside Iqaluit at 96%, in contrast to 63% Inuit employment in positions located in Iqaluit.

The department's vacancies are partly addressed through the use of casual employees and relief workers. As of September 2023, EIA had 8 casuals, 6 of which are Inuit.

Inuit representation in the department has been consistently higher in Administrative Support and Paraprofessional employment categories. EIA maintains higher Inuit representation in these employment categories than the GN mainly due to the Government Liaison Officers which reside in each community and are restricted to Nunavut Inuit.

Priorities 2023-24

- Retain Inuit employees in the department by ensuring a healthy and respectful workplace environment for Inuit and non-Inuit employees.
Status: The department encourages and supports Inuit employees to take training to ensure there is a supportive working environment. The department also ensures that Inuit Societal Values and culture are embraced within the workplace by ensuring departmental activities such as Inuit Qaujimaqatuqangit are carried out.
- Ensure that Inuit employment is priority in EIA by incorporating Inuit employment goals into managers performance plans.
Status: This initiative is delayed. The department will explore options to formalize a process of incorporating Inuit employment goals into performance plans in 2024-2025.
- Enable career development through the design of organizational structures and jobs. The department can develop "stepping stones" to support career development.
Status: The department restructured the Strategic Management Branch that established a Cabinet Secretariat and a Policy Division. As part of the restructuring, the department created positions within the Policy Division that allows for career laddering. The department will ensure that any future organizational structure changes take career laddering into consideration.

- Maintaining the departmental IEP up-to-date through retention strategies and the recruitment of Inuit into positions.

Status: The department strives to retain Inuit employees by creating a supportive working environment that encourages training and supports Inuit Societal Values.

Priorities 2024-25

- Explore options to formalize a process of incorporating Inuit employment goals into Senior Managers performance plans.
- Explore options to increase Inuit employment through internships, career broadening and other Inuit employment programs.
- Explore options to support career development opportunities by ensuring the organizational structure allows for career laddering.

Priorities 2025-26

- Implement identified options to ensure Inuit employment goals are incorporated into performance plans.

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Department of Finance

Business Plan

2024-2026

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CORE BUSINESS

The Department of Finance operates across four branches:

	Budget (\$000)			
	2023-2024	2024-25	2025-26	2026-27
Corporate Management	4,486	5,309	4,795	4,795
Fiscal Management	6,470	6,569	6,550	6,552
Comptrollership	24,040	24,038	23,712	23,754
Centrally Administered Funds	73,290	72,915	73,774	73,730
TOTAL	108,286	108,831	108,831	108,831

Katujjiluta Mandate Priorities

As a central agency, the Department of Finance broadly supports Katujjiluta through financial review, analysis and budgeting recommendations aimed at implementing mandate objectives.

The department will provide specific support for the following mandate commitments of the 6th Legislative Assembly:

- Prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.
- Promote and provide long-term core funding to support and expand effective models for community-led programs and services.

Corporate Management

The Corporate Management Branch supports the Minister of Finance and provides overall management and direction to the Department of Finance. The Branch is responsible for ensuring other branches and divisions are meeting their mandates by overseeing, guiding and coordinating department activities.

Corporate Management is carried out by the Directorate, which includes the offices of the Deputy Minister, Assistant Deputy Minister, Comptroller General, and the Assistant Comptroller General, as well as the Corporate Policy division.

The Branch is responsible for coordinating strategic planning, leading the development of legislation and policy, communications, liquor and cannabis management, liaising with and providing assistance to public agencies, as well as providing direct support services to the Nunavut Liquor and Cannabis Board.

Objectives

- Provide a financial leadership role to all deputy heads across the Government of Nunavut.

- Provide liaison, assistance and guidance to public agencies.
- Provide leadership and support to branches and divisions to ensure that *Katujjiluta* priorities are implemented.
- Collaborate with other departments on joint efforts to achieve mandate objectives.

Programs	Budget (\$000)	2023-2024	2024-25	2025-26	2026-27
Directorate		1,976	1,975	1,970	1,970
Led by the Deputy Minister, the senior leadership of the department includes the Comptroller General, the Assistant Deputy Minister, and the Assistant Comptroller General. Working together, these individuals provide leadership, monitor department goals and objectives, and ensure the department fulfills its mandate.					
Corporate Policy		2,510	3,334	2,825	2,825
Corporate Policy supports and liaises with the Minister's office, and manages overall communications, including maintaining the departmental website. The division is also responsible for legislation and policy development for the department, coordinates Finance's central agency review of Cabinet submissions, and leads liquor and cannabis management and enforcement. Corporate Policy also manages the <i>Access to Information and Protection of Privacy Act</i> process for the Department of Finance and leads the department's Inuit societal values initiatives.					
The Corporate Policy division advises the Minister of Finance with respect to public agencies and assumes an operational role with respect to liaising with and providing assistance to public agencies in Nunavut, as well as providing direct support services to the Nunavut Liquor and Cannabis Board.					
Total, Corporate Management		4,486	5,309	4,795	4,795

Priorities (2023-24)

- Work closely with the departments of Community and Government Services (CGS), Economic Development and Transportation (EDT), and Human Resources to develop options related to the realignment of EDT and CGS.
Status: Finance has been engaged in Deputy Minister-level discussions regarding the proposed realignment of EDT and CGS to provide advice on how to align potential structural changes and staffing requirements with the current and future budgets. Finance will continue to engage in these discussions to ensure that changes and timelines work within our existing budget cycles.
- Establish formal memoranda of understanding between all territorial corporations and the Government of Nunavut to ensure efficient and effective administration of operations.
Status: Finance is working with territorial corporations on developing MOUs through the Territorial Corporations Committee. Developing MOUs has also been identified in each territorial corporation's Letter of Expectation for 2023-24.
- Engage in stakeholder and targeted community consultations informed by the internal review of the *Liquor Act* and begin the legislative amendment processes.

Status: A first draft of the Liquor Act Review has been completed for internal review, however, due to critical staff vacancies in the policy division, proceeding with the legislative amendment process and consultations has been delayed. The department will continue working on draft materials that can be used to support a full legislative review and public consultations in the next government.

- Facilitate/host a Public Agency Conference in Iqaluit to offer training, skills development and networking opportunities for board members.

Status: Planning is underway for a conference in early 2024.

- Begin the legislative review of the Nunavut Cannabis Act required five years after its Assent, while also participating in and monitoring the outcomes of the federal cannabis legislative review occurring at the same time.

Status: A legislative review of the federal Cannabis Act is currently underway and expected to conclude in early April 2024. Given our reliance on the federal Cannabis Act, Finance is currently monitoring the third-party expert panel's review of this legislation at the federal level. Once complete, Finance will leverage this review for the analysis of Nunavut's legislation.

- Review the Nunavut Household Allowance program as one of the tools to encourage employees to move from Government of Nunavut staff housing into private market rental units or homes of their own.

Status: Deferred to 2024-25.

Priorities (2024-25)

- Review the Central Accountability Committee (CAC) reporting template to improve the accuracy and timeliness of financial reports by public agencies.
- Explore improved alcohol beverage service training and testing for servers in licensed premises, including electronic training and tracking tools.
- Review current public agency contribution agreements with the Government of Nunavut, with the aim of creating standardized agreements.
- Work with Executive and Intergovernmental Affairs to develop a section of the existing GN website with up-to-date information on public agencies and their boards, including upcoming board vacancies and applications.
- Review the Nunavut Household Allowance program as one of the tools to encourage employees to move from Government of Nunavut staff housing into private market rental units or homes of their own.
- Prepare legislative review materials, including consultation documents, for the *Liquor Act* review.

Priorities (April to October 2025)

- Finalize legislative review materials, including consultation documents, for the *Liquor Act*

review for use in the next government.

- Explore ways to better collect and use data across Government of Nunavut departments and stakeholders to monitor and assess impacts of liquor and cannabis legislation and policy on Nunavummiut.
- Explore options for improving public agency reporting requirements.
- Implement any required changes to the Nunavut Household Allowance program based on the results of the review.

Fiscal Management

The Fiscal Management Branch is organized across three divisions: Fiscal Policy, Expenditure Management, and Corporate Services. Together, they support the responsible management of public money by helping the government coordinate and implement financial plans and decisions. The branch also supports the day-to-day operations of the Department of Finance and oversees the Nunavut Liquor and Cannabis Commission.

Objectives

- Support the Minister of Finance and the Financial Management Board so they may make informed decisions about the best use of public resources.
- Provide timely, objective, and expert advice on matters of fiscal importance.
- Administer Nunavut’s tax system with knowledge, diligence, and fairness, by enforcing legislation, reviewing and developing tax policy and rates, and delivering related programs.
- Administer Nunavut’s *Insurance Act* to govern the insurance industry and protect Nunavummiut.
- Support the operations of the department.

Programs	Budget (\$000)	2023-2024	2024-25	2025-26	2026-27
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Fiscal Policy		2,318	2,239	2,225	2,227
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Two sections make up the Fiscal Policy Division. The Fiscal and Economic Policy section forecasts revenues, manages the GN’s credit rating, monitors Nunavut’s overall fiscal and economic health, and represents the Government of Nunavut to other Canadian governments on several fiscal and economic initiatives. The Taxation and Insurance section administers the territory’s tax system by enforcing tax legislation, developing tax policy and rates, and delivering related programs. The section also regulates the territory’s insurance industry by licensing insurance professionals and companies.

Expenditure Management		2,100	2,245	2,245	2,245
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Expenditure Management advises and supports the Minister of Finance, the Financial Management Board, departments, and public agencies. The division coordinates the Government of Nunavut’s budget development processes, including capital planning. Through its treasury function, the division

forecasts cash flow requirements and invests surplus cash.

Corporate Services	2,052	2,085	2,080	2,080
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Corporate Services supports the department's day-to-day operations by providing a range of financial, administrative, and human resource services. The division works with directors to develop and manage the department's budgets, including those it administers centrally, and oversees the Government's insurance portfolio through its risk management function.

Total, Fiscal Management	6,470	6,569	6,550	6,552
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Priorities (2023-24)

- Modernize the Government of Nunavut's insurance / risk management information system.
Status: The Risk Management section is in the final phases of the RFP for a new information system. Implementation is expected in 2024-25.
- Finalize treasury-related policies and any necessary legislative amendments for introduction.
Status: A draft Treasury Management Policy has been completed and is undergoing a review by senior management.
- Review and consider potential updates to the *Borrowing Authorization Act*.
Status: Finance is not proceeding with reviewing this legislation.
- Support the roll out of the Enterprise Resource Planning system.
Status: Finance's human resources section is actively engaged in the ERP roll-out and are expected to be early testers of the ERP's human resources module.
- Introduce amendments to the *Petroleum Products Tax Act*, including renaming the Act as the *Fuel Tax Act*.
Status: Finance plans to introduce legislative amendments in 2024.
- Complete the review of the *Tobacco Tax Act*.
Status: The Tobacco Tax Act will be reviewed in 2024-25 to determine if amendments are required. Amendments will be informed by the work with legislators on the Fuel Tax Act.
- Pursue the digitization and electronic management of historic Financial Management Board records.
Status: The Expenditure Management division at Finance has been digitizing historical records of the Financial Management Board on an ongoing basis. All FMB records are now retained on the GN's network.
- Implement new carbon revenue recycling program to replace the Nunavut Carbon Rebate (NCR).
Status: Complete. Nunavummiut began receiving the Nunavut Carbon Credit in September 2023.

Priorities (2024-25)

- Review the *Tobacco Tax Act*.
- Implement the new Government of Nunavut insurance / risk management information system.
- Modernize the Government of Nunavut's tax database and related technology in the context of Enterprise Resource Planning.
- Pursue the digitization and electronic management of tax records.
- Support the roll-out of the Enterprise Resource Planning system.
- Review and improve the enforcement of tax legislation.

Priorities (April to October 2025)

- Modernize the Government of Nunavut's licensing system for insurance providers.

Nunavut Liquor and Cannabis Commission

The Nunavut Liquor and Cannabis Commission (NULC) is a public agency established under the *Liquor Act* and authorized by the *Cannabis Act* to sell and distribute liquor and cannabis products in Nunavut. Due to its operational mandate and unique budgetary requirements, the Commission operates within a revolving fund, separate from usual government operations and budgets. For details on the NULC's budget see the Public Agencies section of the Main Estimates.

Priorities (2023-24)

- Develop an operations manual to support the Nunavut Liquor and Cannabis Commission's operations and improve the employee onboarding process.
Status: An operations manual is in development. Many procedures have been completed, and more are in progress. This will be a living document which may be updated, as needed.
- Take steps to reduce the environmental footprint of the Nunavut Liquor and Cannabis Commission.
Status: The NULC has replaced bulky cardboard can carriers with recyclable plastic carriers, ceased the use of single-use bags, and made efforts to air-lift less product by maximizing sealift orders.

Priorities (2024-25)

- Review the Ujjiqsuqta Grants and Contributions Policy and recommend any changes or expiration of the program.

Priorities (April to October 2025)

- Modernize the Commission's inventory management system to better track and control liquor

products.

Comptrollership

The Comptrollership Branch includes: Internal Audit Services; Financial Systems Management; Financial Reporting and Controls; Financial Operations; Compensation and Benefits; Business Transformation and Development; and Regional Operations.

Together, these divisions design, maintain, and implement the financial framework, rules, procedures, and systems that enable departments to deliver the Government of Nunavut’s mandates with accountability. Among its responsibilities, the branch administers employee pay, manages revenue collections, develops and maintains core financial and administrative systems, establishes and manages the form and content of the financial records, and prepares the Public Accounts.

Objectives

- Develop, operate, maintain and monitor the government-wide accountability framework, financial information systems and related processes, and provide accounting and financial operations support services to Government of Nunavut departments and public agencies.
- Ensure that the Financial Administration Manual is current and responds to the needs of users.
- Ensure sound financial decision making throughout the Government of Nunavut through the provision of timely, accurate and meaningful financial management tools.
- Produce the annual Public Accounts in compliance with statutory requirements.
- Conduct various types of audit engagements to assist the departments and public agencies in the effective discharge of their responsibilities by providing independent and objective assurance and advisory services.
- Provide professional payroll and benefits services to employees.

Programs	Budget (\$000)	2023-2024	2024-25	2025-26	2026-27
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Financial Operations		3,237	3,255	3,259	3,274
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Financial Operations provides leadership in accounting support services to Government of Nunavut departments and public agencies to ensure the accuracy, compliance and confidentiality of accounting records. The division also provides related training and support to ensure that all public funds are being expended, collected and recorded correctly. This program manages the accounts payable and receivable functions and is responsible for the disbursements under the Consolidated Revenue Fund.

Financial Reporting and Controls		1,780	1,800	1,766	1,766
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Financial Reporting and Controls has the responsibility for government-wide maintenance of internal accounting controls and ensuring the accuracy, compliance and completeness of accounting records. This program is accountable for the preparation and publication of the annual Public Accounts, as required in the *Financial Administration Act*, and it provides accurate and timely financial reports and information on the government's financial position and operational results. It serves as the principal liaison between the government and the Office of the Auditor General for the annual

financial audit of the Public Accounts.

Financial Systems Management	6,374	6,426	6,176	6,176
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Financial Systems Management develops and maintains central accounting, financial and human resource systems. It is responsible for the development, implementation and management of the government's principal accounting systems and financial applications used in the processing and recording of revenues and expenditures as well as financial reporting. These systems include Free Balance, e-Personality, Access Online, Purchasing Card System, Crystal Reporting, User Defined Report systems and other financial software as required.

Internal Audit Services	1,177	1,199	1,199	1,199
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Internal Audit Services supports Government of Nunavut departments and public agencies by providing independent assurance and consulting activities in a manner designed to add value and improve controls over operations. Internal Audit Services activity helps the Government of Nunavut accomplish its goals and objectives by carrying out a systematic review of operations and advising as to the effectiveness, efficiency and economy of Government of Nunavut policies, practices, procedures, and controls and makes recommendations for improvements.

Compensation and Benefits	3,803	3,694	3,676	3,694
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Compensation and Benefits provides comprehensive payroll and benefit plan services to government employees, including the administration of the Public Service Pension Plan. It also provides guidance and functional support for operations carried out by the three regional financial services offices. It has the responsibility for managing the payroll and benefits module of the government's Human Resources Information System in conjunction with Financial Systems Management.

Regional Operations	6,629	6,789	6,761	6,770
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Regional Operations manages accounts payable, accounts receivable, collection activities, account reconciliation and the payroll and benefit services to the Government of Nunavut's decentralized offices located in Cambridge Bay, Rankin Inlet and Igloolik. The program performs regional user training and provides ongoing support services and consultation to line departments or public agencies located in the regions.

Business Transformation and Development	1,040	875	875	875
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The division is responsible for developing, implementing, coordinating, and managing transformational changes to the Government of Nunavut's core financial processes and administrative systems. In particular, the division supports the multi-year roll-out of the Enterprise Resource Planning (ERP) system and related changes to government processes.

The division is also responsible for designing and delivering training and development activities to build financial capacity across the government, with an emphasis on increasing Inuit participation in financial careers. In particular, the Financial Management Development Program is a structured and supportive collection of courses designed to help employees improve their competencies related to essential skills, leadership, and financial management.

Total, Comptrollership	24,040	24,038	23,712	23,754
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Priorities (2023-24)

- Develop a strategy to link existing public service training with financial management training activities.
Status: We have integrated financial training with the broader learning required to support the successful roll out of Fusion Cloud (Enterprise Resource Planning System) across government departments and processes,
- In consultation with the Department of Health, develop an employee survey for employee medical travel to guide improvements in program delivery.
Status: Finance anticipates completing the employee survey and updates to the medical travel guidelines early in the new year.
- Initiate GN-wide review of Specimen Signature records.
Status: We have completed a preliminary comparison of current authorities against the requirements of Fusion Cloud. FAM 802 and 802-1 updates are in development.
- Develop a program to support professional finance and accounting designations for new and existing employees across government.
Status: A review of the work-related experience was completed. Experience required for these designations varies significantly by individual, thus the mentorship program under the Chartered Professional Accounts (CPA) Association guides and assists students in developing strategies to obtain the required experience.
- Roll out the Enterprise Resource Planning system with increasing focus on training, testing, design, and implementation.
Status: We completed the Discovery work phase, validated design decisions, confirmed an implementation plan, and started configuring the system. We will begin deploying the first module in early 2024.
- Implement an electronic signature system for the Government of Nunavut.
Status: In Fusion Cloud, financial approvals use digital workflows and approvals and eliminate the need for physical signatures. In the interim, digital workflows were developed for casual timesheets and deployed in May 2023, and journal vouchers and expense vouchers will be deployed in December 2023.
- Update the Government of Nunavut's approach to grants and contributions, through a review of Financial Administration Manual Directive 801: Grants & Contributions.
Status: Finance has completed its internal review of this directive and is consulting with departments to ensure that the directive will support departmental initiatives under Katujjiluta.
- Conduct an operational review of the Internal Audit Division and its functions.
Status: The transition to an Enterprise Resource Planning platform will impact audit methodology and approach. External resources will be engaged to support and assist staff in developing new audit procedures.

Priorities (2024-25)

- Implement core modules and priority functions of the Enterprise Resource Planning platform, and begin transition towards long-term operations (“sustainment”).
- Explore opportunities to expand e-commerce and payment methods.

Priorities (April to October 2025)

- Implement pay-related modules and functions of the Government’s new system, and other remaining modules and functions.
- Undertake an internal assessment of improvements to the GN’s overall financial capacity since the implementation of the Enterprise Resource Planning platform.

Centrally Administered Funds

Through its Centrally Administered Funds Branch the Department of Finance pays for various Government of Nunavut-wide programs.

Programs	Budget (\$000)	2023-2024	2024-25	2025-26	2026-27
Employee Benefits		42,569	42,694	42,694	42,694
Employee Benefits provides funding for Workers' Safety and Compensation Commission premiums, employee medical travel, and other benefits for Government of Nunavut employees.					
Government of Nunavut Insurance		10,100	11,600	11,600	11,600
Government of Nunavut Insurance, which provides liability insurance coverage for Government of Nunavut activities and assets, is a component of the Government of Nunavut’s risk management function.					
Energy Subsidies		18,521	16,521	17,380	17,336
Energy Subsidies provide equitable power rates throughout Nunavut to residential customers to encourage private home ownership and to small commercial enterprises to support the development of local business; it also includes the Nunavut carbon revenue recycling programs.					
Nunavut Child Benefit		2,100	2,100	2,100	2,100
Nunavut Child Benefit is a non-taxable amount paid monthly to qualifying families with children under 18 years of age, which is funded fully by Nunavut.					
Total, Centrally Administered Funds		73,290	72,915	73,774	73,730
Centrally Administered Funds					

Financial Summary

Branch	2023-2024		2024-2025		2025-2026		2026-2027	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	3,546	20.0	3,639	20.0	3,639	20.0	3,639	20.0
Grants & Contributions	-		-		-		-	
Other O&M	940		1,670		1,156		1,156	
Subtotal	4,486		5,309		4,795		4,795	
Fiscal Management								
Compensation & Benefits	5,810	74.0	6,039	76.0	6,039	76.0	6,039	76.0
Grants & Contributions	-		-		-		-	
Other O&M	660		530		511		513	
Subtotal	6,470		6,569		6,550		6,552	
Comptrollership								
Compensation & Benefits	18,347	137.0	18,518	137.0	18,518	137.0	18,518	137.0
Grants & Contributions	-		-		-		-	
Other O&M	5,693		5,520		5,194		5,236	
Subtotal	24,040		24,038		23,712		23,754	
Centrally Administered Funds								
Compensation & Benefits	17,619	-	17,594	-	17,594	-	17,594	-
Grants & Contributions	20,621		18,621		19,480		19,436	
Other O&M	35,050		36,700		36,700		36,700	
Subtotal	73,290		72,915		73,774		73,730	
Total	108,286	231.0	108,831	233.0	108,831	233.0	108,831	233.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Finance	As at Sept. 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	231		233	
Total Filled Positions	145	63%	185	79%
Total Vacancies	86	37%	48	21%
Total Inuit	55	38%	84	45%
Total Executive Positions	4		4	
Total Filled Executive Positions	3	75%	4	100%
Total Vacant Executive Positions	1	25%	0	0%
Total Inuit in Executive Positions	-	-	0	0%
Total Senior-Management Positions	13		12	
Total Filled Senior-Management Positions	8	62%	11	92%
Total Vacant Senior-Management Positions	5	38%	1	8%
Total Inuit in Senior-Management Positions	-	-	1	9%
Total Middle-Management Positions	31		31	
Total Filled Middle-Management Positions	25	81%	26	84%
Total Vacant Middle-Management Positions	6	19%	5	16%
Total Inuit in Middle-Management Positions	3	12%	6	23%
Total Professional Positions	51		50	
Total Filled Professional Positions	24	47%	34	68%
Total Vacant Professional Positions	27	53%	16	32%
Total Inuit in Professional Positions	6	25%	7	21%
Total Paraprofessional Positions	91		90	
Total Filled Paraprofessional Positions	61	67%	74	82%
Total Vacant Paraprofessional Positions	30	33%	16	18%
Total Inuit in Paraprofessional Positions	25	41%	45	61%
Total Administrative Positions	41		46	
Total Filled Administrative Positions	24	59%	36	78%
Total Vacant Administrative Positions	17	41%	10	22%
Total Inuit in Administrative Positions	21	86%	25	69%

Inuit Employment Plan

Capacity

As of September 30, 2023, the department is at 38% Inuit representation. Of 233 total positions (including positions based within the Nunavut Liquor and Cannabis Commission), 55 are filled by Inuit and 88 (38%) positions are vacant.

For March 31, 2024, Inuit Employment target positions will be a total of 84.

Priorities (2023-2024)

- Implement advanced, executive-gearred and finance-specific training opportunities to help prepare Inuit for senior management opportunities within the department.
Status: This has been delayed and has been moved forward to 2024-2025.
- Update departmental Inuit Employment Plan 10-year strategic plan (2023-2033).
Status: Finance has reached out to the Department of HR to work with them on new IEP targets, HR advised a representative would be assigned. Previous targets expired March 31, 2023. This will be brought forward to 2024-2025 when we should have new targets.
- Contribute to the Government of Nunavut's update of the 10-year Inuit Employment Plan implementation contract (i.e., Inuit Employment Master Plan).
Status: Finance has reached out to the Department of HR to work with them on the 10-year IEP plan. HR advised a representative would be assigned. Previous plan expired March 31, 2023. Brought forward to 2024-2025.
- Promote the Financial Management Development Program to help Inuit within the Department and across the GN acquire and develop transferable skills related to financial management.
Status: The Financial Management Development Program has progressed slower than planned. The initial courses were redesigned, grouped into modules that together address core financial concepts in the GN's specific context. A course about the foundations of financial management within the GN is expected to be launched by year end.

Priorities (2024-25)

- Implement advanced, executive-gearred and finance-specific training opportunities to help prepare Inuit for senior management opportunities within the department.
- Embed specific Inuit employment goals in performance management goals for senior managers.
- Monitor, evaluate and propose program enhancements to Inuit candidate succession planning, training and internship programs within the department.
- Develop a detailed orientation process for on-boarding new employees to the department.
- Identify opportunities to better "ladder" the organizational structures of teams within the Department, to allow and encourage progression of Inuit employees.
- Contribute to the Government of Nunavut's update of the 10-year Inuit Employment Plan implementation contract (i.e., Inuit Employment Master Plan).
- Update departmental Inuit Employment Plan 10-year strategic plan (2023-2033).
- Develop an outreach strategy to promote finance-related careers to Nunavut youth and post-

Department of Finance

secondary students.

Priorities (2025-26)

- Position the department as an advanced education sponsor for Inuit employees wishing to pursue career specializations in finance.

Department of Human Resources

Business Plan

2024-2026

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CORE BUSINESS

	Budget (\$000)			
	2023-24	2024-25	2025-26	2026-27
Directorate	2,889	2,867	2,867	2,867
Policy, Planning, and Communications	957	974	974	974
Sivumuaqatigiit	3,230	3,279	3,279	3,279
Public Service Training	6,217	6,250	6,250	6,250
Staffing	10,359	10,442	10,442	10,442
Employee Relations	3,308	3,200	3,200	3,200
Wellness	2,151	2,379	2,379	2,379
TOTAL	29,111	29,391	29,391	29,391

Katujjiluta Mandate Actions

The department is responsible for providing leadership for the following mandate commitment of the 6th Legislative Assembly:

- Review and improve the delivery of Government of Nunavut staff housing.
- Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.
- Provide culturally- and linguistically-relevant training for staff working in continuing care facilities.
- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment.
- Expand opportunities, training, and formal recognition for Inuit to provide culturally and linguistically-relevant mental health and well-being programs and services.
- Work with communities and partners to extend the hours that mental health services are available.
- Develop and implement a strategic plan for Inuit language training in the public service.
- Review and improve Government of Nunavut organizational structures to meet increasing demand for programs and services and to identify opportunities for further decentralization.

Directorate

The Directorate provides overall management and leadership for the department in core areas including operations, strategic planning, Inuit employment planning, policy research and development, communications, financial management, budget development and monitoring, systems reporting, and human resources development ensuring that the specific goals, objectives, and priorities of the department and the government are achieved. This branch also provides operational funding for the independent Ethics Officer, whose role is to receive and investigate allegations of wrongdoing in the public service and make recommendations to address wrongdoing.

The Directorate ensures that Inuit societal values are reflected in the full spectrum of human resource programs and services.

Objectives

- Oversee the strategic management and operations of the department and ensure operations are consistent with organizational needs.
- Provide guidance and direction in the development of human resource strategies for the Government of Nunavut.
- Lead the development of government-wide Inuit employment initiatives, supporting the government in fulfilling its legal obligation under Article 23 of the *Nunavut Agreement*.
- Provide leadership in the development and delivery of effective and responsive human resource policies, programs, practices, and services.
- Provide sound and effective financial, systems, human resources, and administrative services.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Deputy Minister		953	966	966	966

The Deputy Minister is responsible for the effective overall direction of the department's human and financial resources, for overseeing the successful implementation of the Master Inuit Employment Plan under Article 23 of the *Nunavut Agreement*, and for directing the development and consistent application of departmental policies, priorities, standards and procedures for the delivery of human resources programs and services within the Government of Nunavut. The administrative budget for the Ethics Officer is located within the Deputy Minister's budget, but the officer is independent, and reports directly to the Minister Responsible for the *Public Service Act*.

Assistant Deputy Minister, Human Resource Operations		522	465	465	465
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The Assistant Deputy Minister provides leadership and management in employee and labour relations, workplace health, safety and wellness, organizational design, staffing, and retention within the Government of Nunavut.

Assistant Deputy Minister, Strategic Management	564	571	571	571
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The Assistant Deputy Minister provides leadership and management in Inuit employment planning, and strategies, and public service training within the Government of Nunavut.

Corporate Services	850	865	865	865
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Corporate Services provides financial and administrative support to the Department of Human Resources. Corporate Services supports the department’s day-to-day operations by providing a range of financial, administrative, and human resource services. This division provides department specific human resource support, planning and evaluation, budget development, analysis and control and departmental financial accounting and payment services. This division is responsible for developing, analyzing, and controlling the department’s budget.

Total, Directorate	2,889	2,867	2,867	2,867
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Priorities (2023-24)

- Improve the delivery of Government of Nunavut staff housing, in collaboration with Nunavut Housing Corporation.

Status: The department has made improvements to the staff housing allocation process including increased allocation ratios, review of “over six months” approvals, review of all priority levels, and utilization of e-voting to speed up the approval process. The department is working with the Nunavut Housing Corporation to the review and update the Staff Housing Policy.

- Finalize the Government of Nunavut’s Human Resource Strategy 2024-2028.

Status: The department completed consultations with stakeholders and are reviewing feedback/input received. The department will work on incorporating feedback into the Government of Nunavut Human Resource Strategy 2024-2028.

- Refresh the detailed departmental Inuit Employment Plans and initiatives to reach the Government of Nunavut’s goals.

Status: The department has reviewed Inuit employment goals, targets and actions from 2017-2023 Master Inuit Employment Plan. The department will work with GN departments to set targets and priorities for 2025-2026 fiscal year through the business planning process.

The department serves as a member of the Government of Nunavut negotiating team for the next Nunavut Agreement Implementation Contract 2023-2033 and has developed proposals for Inuit employment and training initiatives.

- Partner with Nunavut Tunngavik Inc. and Government of Canada to develop the tripartite Inuit Pre-Employment Training Plan Strategy.

Status: The department supported the Government of Nunavut in reviewing departmental proposals for Inuit pre-employment and training initiatives to be delivered from 2024-2033, and will participate in the development of the tripartite Inuit Pre-Employment Training Plan Strategy once the Nunavut Agreement Implementation Contract negotiations are complete.

Priorities (2024-25)

- Lead Government of Nunavut efforts, working in collaboration with GN departments, to address staff capacity issues faced by the Government of Nunavut.
- Work with the Nunavut Housing Corporation to finalize updates to the Staff Housing Policy that includes continued strategic allocation of staff housing focused on Inuit employees.
- In collaboration with Nunavut Housing Corporation, explore options and develop incentives to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.
- Finalize and implement actions under the Government of Nunavut’s Human Resource Strategy 2024-2028.
- Lead Government of Nunavut efforts to develop and finalize the 2024-2033 Master Inuit Employment Plan and provide support to departments on their individual departmental plans and initiatives.
- Review the results and recommendations of the Government of Nunavut-wide compensation review and develop a plan to address the report’s findings.
- Provide support to Executive and Intergovernmental Affairs on the review of decentralization of the Government of Nunavut.

Priorities (2025-26)

- Continue to focus government-wide attention on ways to increase Inuit employment in the Government of Nunavut through the 2024-2033 Master Inuit Employment Plan and detailed departmental Inuit Employment Plans and initiatives.
- Implement the tripartite Inuit Pre-Employment Training Plan Strategy developed in partnership with Nunavut Tunngavik Inc. and Government of Canada.

Policy, Planning, and Communications

Policy, Planning, and Communications coordinates policy and legislative development, strategic planning, business planning, and the communications function for the department. Policy, Planning and Communications also leads in the development of Ministerial briefing materials, coordinates departmental responses to *Access to Information and Protection of Privacy Act* request, and leads the department’s Inuit Societal values initiatives.

Objectives

- Support Directorate and the Minister of Human Resources by providing analysis and briefing materials on human resources topics and issues related to Government of Nunavut human resources.
- Develop and maintain effective and responsive human resource policies for the Government of Nunavut, with an emphasis on Inuit employment.
- Update, maintain, draft, and publish the Government of Nunavut’s Human Resource Manual.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Policy, Planning, and Communications		957	974	974	974
Total, Policy, Planning and Communications					
		957	974	974	974

Policy supports departments through the development of Human Resources policy as well as through the development, maintenance and interpretation of Human Resources manuals and handbooks. Policy also manages the *Access to Information and Protection of Privacy Act (ATIPP)* process for the Department of Human Resources, communications function, and leads the department’s Inuit societal values initiatives.

Priorities (2023-24)

- Finalize and begin implementation of the 2024-2028 Government of Nunavut Human Resource Strategy.
Status: The department completed consultations with stakeholders and are reviewing feedback/input received. The department will work on incorporating feedback into the Government of Nunavut Human Resource Strategy 2024-2028.
- Develop and implement a flexible/remote work policy.
Status: A Nunavut-Wide Hiring Policy which supports decentralization and Inuit Employment, was developed and implemented. A Remote Hiring Policy which provides for remote hiring on a temporary (term) basis for specialized hard-to-fill positions was also developed and implemented.
- Work with divisions to identify, prioritize, review, and update specific human resource policies and directives to remove barriers to increasing Inuit employment at all levels of the public service and facilitate delivery of the department’s mandate and priorities.
Status: The department will continue its work to update human resource policies and directives. Human Resource Manual 504 – Appointments Without Competition was updated to facilitate the Expedited Direct Appointment process for Nunavut Inuit. The following Human Resource Manuals were also reviewed and updated to remove barriers to increasing Inuit Employment and improve the staffing processes:
 - *Human Resource Manual 702: Staffing Appeals*
 - *Human Resource Manual 501: The Hiring Process*

Department of Human Resources

- *Human Resource Manual 508: Screening*
- *Human Resource Manual 516: Eligibility Lists*
- Implement the new Collective Agreements by identifying, reviewing, and updating impacted Human Resource Manual directives and developing new directives/policies where needed.
Status: The department has identified impacted Human Resource Manual directives and will continue working on updates to existing directive and policies as needed.
- Draft options in support of Staffing division, Nunavut Housing Corporation, and department of Finance in exploring programs and policies to support employees to move from Government of Nunavut staff housing into affordable rental units or homes of their own.
Status: Collaborative discussions have occurred with the Department of Finance and Nunavut Housing Corporation to review and explore home ownership and home access opportunities for government employees.

Priorities (2024-25)

- Finalize and begin implementation of the 2024-2028 Government of Nunavut Human Resource Strategy.
- Work with divisions to identify, prioritize, review, and update specific human resource policies and directives to remove barriers to increasing Inuit employment at all levels of the public service and facilitate delivery of the department's mandate and priorities.
- Work with the Department of Finance to identify Human Resource Manual directives and policies that require updates to facilitate the roll-out of the Enterprise Resource Plan.
- Collaborate with Nunavut Housing Corporation, and Department of Finance in exploring programs and policies to support employees to move from Government of Nunavut staff housing into affordable rental units or homes of their own.

Priorities (2025-26)

- Review and update the Excluded Employees' and Senior Managers' Handbooks.
- Continue to implement the Government of Nunavut's Human Resources Strategy 2024-2028.

Sivumuaqatigiit

Sivumuaqatigiit is responsible for providing human resources planning and direction on initiatives aimed at increasing and maintaining Inuit employment in the Government of Nunavut.

Sivumuaqatigiit provides support and assistance to departments in implementing their Inuit Employment Plans and offers government-wide Inuit employment training initiatives such as the

Sivuliqtiksat Internship Program. Sivumuaqatigiit provides support and assistance to departments in the development and delivery of new training programs specifically designed for Inuit employees.

Objectives

- Increase Inuit representation in the public service by supporting and monitoring departments and territorial corporations in the development and implementation of their Inuit Employment Plans.
- Provide leadership in strategic initiatives that are intended to increase Inuit employment.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Inuit Employment Planning		1,640	1,665	1,665	1,665
Inuit Employment Planning assists departments and territorial corporations in developing and implementing their Inuit Employment Plans and provides support in human resources planning.					
Inuit Employment Initiatives		-	-	-	-
Inuit Employment Initiatives assists departments and territorial corporations in identifying and meeting training needs of Inuit employees and provides leadership in initiatives that are intended to increase Inuit employment and succession planning.					
Sivuliqtiksat		1,590	1,614	1,614	1,614
Sivuliqtiksat is an on-the-job internship program designed to increase Inuit employment in management level and specialist positions.					
Total, Sivumuaqatigiit		3,230	3,279	3,279	3,279

Priorities (2023-24)

- Create new recruitment and promotional materials to highlight Inuit employment and career development opportunities within government.
Status: The department conducted an internal review and has updated existing recruitment and promotional materials targeted at Nunavut Inuit candidates.
- Support Nunavut Arctic College (and/or lead departments) to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment.
Status: The department supported departments in accessing dedicated funding for Inuit employment initiatives in the healthcare field, including funding for the development, delivery and expansion of Nunavut Arctic College's Pre-Health, Practical Nursing, and Personal Support Worker programs and the Department of Health's Basic Radiological Technician program.

- Refresh the Master Inuit Employment Plan and detailed departmental Inuit Employment Plans and initiatives to update goals, targets and actions where needed for increasing Inuit employment to 2026 in collaboration with all departments.
Status: A review of Inuit employment goals, targets and actions from 2017-2023 was undertaken and amended departmental goals, targets, and actions for 2025-2026 are being developed. Sivumuaqatigiit serves as a member of the Government of Nunavut negotiating team for the next Nunavut Agreement implementation contract and has been developing proposals for Inuit employment and training initiatives to be delivered from 2023-2033, pending confirmation of funding.
- Partner with Nunavut Tunngavik Inc. and Government of Canada to develop the tripartite Inuit Pre-Employment Training Plan Strategy.
- *Status: The department supported the Government of Nunavut in reviewing departmental proposals for Inuit pre-employment and training initiatives to be delivered from 2024-2033, and will participate in the development of the tripartite Inuit Pre-Employment Training Plan Strategy once the Nunavut Agreement Implementation Contract negotiations are complete.*

Priorities (2024-25)

- Support the development of the tripartite Inuit Pre-Employment Training Plan Strategy, in partnership with Nunavut Tunngavik Inc. and Government of Canada.
- Lead the development of the 2024-2033 Master Inuit Employment Plan and detailed departmental Inuit Employment Plans and initiatives in collaboration with all departments.

Priorities (2025-26)

- Finalize the 2024-2033 Master Inuit Employment Plan and detailed departmental Inuit Employment Plans and initiatives in collaboration with all departments.
- Finalize the development of the 2024-2033 Inuit Pre-Employment Training Plan and detailed departmental Inuit Pre-Employment Training Plans and initiatives in collaboration with all departments.

Public Service Training

The Public Service Training division coordinates public service training opportunities for Government of Nunavut employees, including a variety of training workshops, courses, information sessions and module-based programs.

Objectives

- Provide quality learning opportunities and training programs that will enhance the skills, knowledge, and abilities of the public service.

- Provide leadership and coordination for training and development activities at the regional and community level.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Public Service Training		2,305	2,338	2,338	2,338
This section, which includes the overall operational budget, designs, develops, and delivers training and development programs including orientation, courses and workshops, occupational training, and accredited learning opportunities.					
Training Programs		3,912	3,912	3,912	3,912
The Training Programs section delivers Public Service Training programs and services across Nunavut.					
Total, Public Service Training		6,217	6,250	6,250	6,250

Priorities (2023-24)

- Complete the delivery of the Inuit Executive Career Development Program and evaluate the outcomes of the program.
Status: Eleven participants graduated with a diploma in Leadership and Management from Athabasca University. The evaluation of the program is delayed, due to a change in the end date of the Program from December 2023 to March 2024.
- Pilot the new onboarding process to support departments to orient new employees to the workplace, with the goal of increasing engagement and retention.
Status: This initiative is delayed. The new Enterprise Resource Plan learning management system module will not be available until 2025 to load and pilot the On-Boarding Program.
- Support the Department of Health to provide culturally and linguistically-relevant training for staff working in continuing care facilities.
Status: The department provided the Department of Health with information to access funding from the 2023-24 Training Fund.
- Determine, with the Department of Health, who will be responsible for delivery (resources, vendor, etc.) of Indigenous Cultural Competency Training.
Status: The Departments of Human Resources and Health are continuing to discuss options and the path forward on this initiative.
- Support the Department of Culture and Heritage to finalize the Inuktitut Language Training Strategic Plan for implementation beginning 2023-24.
Status: The Department of Human Resources met with the Department of Culture and Heritage to transfer knowledge and resources on past practices of offering language training to GN employees and continues to provide information and support as needed.

Priorities (2024-25)

- Initiate and complete the evaluation of the Inuit Executive Career Development program.
- Review and update content for the Onboarding Program and develop additional modules based on stakeholders' feedback.
- Determine, with the Department of Health, who will be responsible for delivery (resources, vendor, etc.) of Indigenous Cultural Competency Training.

Priorities (2025-26)

- Implement the training and development objectives set out in Government of Nunavut Human Resource Strategy.
- Pilot the new onboarding process to support departments to orient new employees to the workplace, with the goal of increasing engagement and retention.

Staffing

Staffing works in collaboration with government departments to develop and implement recruitment initiatives to address workforce needs, in particular the achievement of the government's Inuit employment priorities. Staffing develops policies and procedures to support the competitive and non-competitive staffing function and manages centralized staffing services for the government, including the employee relocation program.

Objectives

- To promote and ensure compliance with the Priority Hiring Policy.
- To manage a fair and transparent recruitment and staffing process.
- To provide excellence in the quality and timeliness of advice and services to government departments on all recruitment and staffing matters.
- To provide leadership and coordination for the department's regional human resources planning and development activities.
- To ensure that community and regional perspectives are incorporated into departmental initiatives.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Staffing		3,087	3,124	3,124	3,124

The section manages centralized staffing processes and services for the Government of Nunavut, excluding teachers, specialized health care positions, Qulliq Energy Corporation, Nunavut Housing Corporation, and the staff of Nunavut Arctic College. This includes, screening of applications, interviews, and selections of successful candidates, reference checks, job offers, relocation services, and casual and relief employment.

Regional Staffing	3,310	3,356	3,356	3,356
Regional Staffing delivers departmental programs and services (staffing, employee relocation, training and development, and casual and relief employment) at the regional level and coordinates referrals on other specialized human resources matters to the department’s headquarters.				
Relocation	1,372	1,372	1,372	1,372
This program provides relocation services and funding of relocation of government employees, excluding teachers, specialized health care positions, Qulliq Energy Corporation, and staff of Nunavut Arctic College. The relocation program supports the staffing process.				
Summer Student Employment Equity Program	2,590	2,590	2,590	2,590
This program provides employment opportunities in the public sector for high school and post-secondary students to gain skills, knowledge, and abilities in areas of interest and/or study. The government’s Priority Hiring Policy applies to all summer student positions within the program.				
Total, Staffing	10,359	10,442	10,442	10,442

Priorities (2023-24)

- Conduct promotional activities for Summer Student Employment Equity Program in all regions to increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
Status: The department is working on developing the year-round Student Employment Program and program design will be completed by end of this fiscal year.
- Explore opportunities for supporting Nunavut Arctic College to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional within healthcare, mental health, and addictions treatment.
Status: The needs assessment discussions with the Department of Health and Nunavut Arctic College are expected to be concluded in 2024-2025 fiscal year.
- Review and revise the Staff Housing Policy and allocation procedure.
Status: The review of the Staff Housing Policy and guidelines is anticipated to be completed by the end of this fiscal year. The department will work with the Nunavut Housing Corporation to finalize updates in 2024-2025.
- Update policies to enable the Summer Student Employment Equity Program to include all-year-round student employment.
Status: The development of an all-year-round student employment program will be completed by the end of this fiscal year.
- Develop an applicant tracking system that will allow candidates to create a personalized, online profile that can be used to apply for government competitions and be notified of government opportunities.

Status: *Rather than developing a standalone Applicant Tracking System, the department will adopt an applicant tracking system module from the Enterprise Resource Plan and begin testing it in early 2024.*

Priorities (2024-25)

- Work with the Nunavut Housing Corporation to finalize updates to the Staff Housing Policy that includes continued strategic allocation of staff housing focused on Inuit employees.
- Explore options and develop incentives to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own, in collaboration with Nunavut Housing Corporation.
- Develop and implement options to make improvements to the staffing process to increase efficiency and update the Human Resources Manual directives as needed.
- Develop and implement options for using hiring pools to attract staff in priority occupational categories and roles in the Government of Nunavut.
- Work with Community and Government Services to ensure office space requirements are met to support implementation of the Nunavut-Wide Hiring Policy.
- Implement the all-year-round Summer Student Employment Equity Program (SSEEP).
- Continue exploring opportunities for supporting Nunavut Arctic College to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional within healthcare, mental health, and addictions treatment.

Priorities (2025-26)

- Support departments to prepare detailed departmental Inuit employment plans by reviewing casual and relief utilization, status of current staffing competitions, and staff housing allocations and availability.
- Collaborate with the Department of Finance on the implementation of the Enterprise Resource Plan system.

Employee Relations

Employee Relations provides professional employee relations advice and services to departments and public bodies. Employee Relations is integral to the department's contribution to the government's overall ability capacity to attract, retain, and fairly compensate employees through the collective bargaining process.

Employee Relations also negotiates, administers and interprets collective agreements, manages a culturally sensitive dispute resolution process, provides workplace wellness programs for the benefit of all employees.

Employee Relations provides critical advice and assistance to departments and public bodies on organizational design and job evaluation for all (non-teaching) positions in the public service using the job evaluation to promote a consistent and fair classification structure for government employees. Assistance is also provided to departments and public bodies through job description writing training.

The Health and Safety unit provides support and guidance to management in departments and public bodies on occupational health and safety programs, training, and compliance with legislation, and provides ergonomic assessments. Health and Safety also conducts research and advises on codes of practice and national standards, performs periodic safety inspections, conducts serious injury and fatality/incident investigations.

Objectives

- Develop processes that support and work towards increasing Inuit representation in the government.
- Lead the government in collective bargaining/negotiations internally and represent the government in external negotiations as mandated.
- Lead in the coordination of employee recognition, performance management, and attendance management programs.
- Provide labour relations expertise in the interpretation of human resource policies, legislation, and collective agreements.
- Provide timely and accurate job evaluation services to support recruitment for all government departments, public bodies and corporations.
- Provide support and guidance to management in departments and public bodies on occupational health and safety in the workplace.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Employee Relations		3,308	3,200	3,200	3,200
Total, Employee Relations		3,308	3,200	3,200	3,200

The section provides professional employee relations advice and services to departments and public bodies, and leads collective bargaining for the government as mandated. Through job evaluation, a fair and transparent classification system is maintained for the public service. In addition, job description writing training, bilingual bonus administration, and bargaining unit exclusions are provided by departments, as well as advice on department organizational design.

Priorities (2023-24)

- Review, update, and enhance the performance management system and Human Resources Manual 316: Performance Management System, to incorporate Inuit Qaujimajatuqangit and Inuit Societal Values.
Status: This initiative is delayed and will be deferred to 2024-2025 fiscal year.
- Develop and implement a mandatory online Health and Safety orientation training program.
Status: The department purchased a training video service which provides Health and Safety orientation. Employee Relations staff were provided orientation. The Health and Safety Orientation Training Program will be rolled out in the 2024-2025 fiscal year.
- Initiate discussions for the next round of collective bargaining to reduce gaps in collective agreements.
Status: Discussions have begun on strategy for the next set of negotiations as the Nunavut Employees Union Collective Agreement expires on September 30, 2024. The Government of Nunavut's negotiating team will be determined by the end of this fiscal year, and meetings will begin to identify Government of Nunavut's proposals and mandate.
- Relocate the Return-to-Work Program to report to the Director of Employee Relations and Job Evaluation and review program needs to support re-implementing Return to Work, Modified Duty and Sick Leave policies and programs and communicate with departments about these programs.
Status: The Return-to-Work Program is now reporting to the Director of Employee Relations. The Return-to-Work Program was reviewed and streamlined. A government-wide session was held with departmental human resource divisions to ensure that the Return-to-Work Policy is adopted and utilized. Modified duty practices are being reviewed and departments are being encouraged to allow temporary modified duties to reduce long term disability and worker's compensation costs.
- Provide support to the departments of Community and Government Services, Economic Development and Transportation, and Finance to develop options related to the realignment of Economic Development and Transportation and Community and Government Services.
Status: The Department of Human Resources has provided advice on options to realign organizational structures for the departments of Economic Development and Transportation and Community and Government Services.

Priorities (2024-25)

- Develop a comprehensive training curriculum for all human resources professionals to manage employee relations cases and collective agreement needs within the departments.
- Expand the Return-to-Work Program scope based on the assessment of needs to support staff in returning to the workplace. Update the Human Resources Manual sections related to Occupational Health and Safety and develop a comprehensive Occupational Health and Safety manual to provide improved guidance to departments for meeting health and safety obligations.

- Support the Department of Family Services in implementing the occupational health and safety-related recommendations from the 2023 Report of the Auditor General of Canada on Child and Family Services in Nunavut.
- Negotiate a new Nunavut Employees Union Collective Agreement.
- Review, update, and enhance the performance management system and Human Resources Manual 316: Performance Management System, to incorporate Inuit Qaujimajatuqangit and Inuit Societal Values.

Priorities (2025-26)

- Negotiate a new collective agreement with the Nunavut Teachers Association.
- Review implementation of Return-to-Work/Sick Leave policies and programs and seek opportunities to facilitate early and safe return to work.
- Support the development of updated Senior Managers’ and Excluded Employees’ Handbooks to ensure they reflect current policies and practices.

Wellness

A healthy workplace is essential to the physical and psychological health of all Government of Nunavut employees, enabling them to bring their diverse talents, skills, and energy as they deliver services to all Nunavummiut. The Wellness division has been tasked with developing a comprehensive Employee Wellness Strategy, operational plan and establishing an organizational structure grounded in Inuit Qaujimajatuqangit and Inuit Societal Values.

Objectives

- Oversee a comprehensive Inuit Qaujimajatuqangit and Inuit Societal Values based employee wellness program to support all government employees.
- Oversee a long-term employee wellness strategy that addresses the changing complexities of a diverse and growing work force.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Wellness		2,151	2,379	2,379	2,379

The Government of Nunavut is committed to assisting employees to achieve and maintain a healthy and respectful workplace through the delivery of a comprehensive employee wellness function based on Inuit Qaujimajatuqangit and Inuit Societal Values. Through a focus on workplace wellness, employees’ mental and physical health will be supported, enabling the delivery of high-quality government programs and services to Nunavummiut.

Total, Wellness	2,151	2,379	2,379	2,379
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Priorities (2023-24)

- Promote, Government of Nunavut-wide, a collaborative approach to Diversity, Equity and Inclusion that builds trust, increases employee engagement and results in job satisfaction. *Status: An Employment Engagement Survey will be conducted in Spring 2024. Based on the outcomes of the survey, corresponding action plans for increasing job satisfaction will be developed, including collaborative approaches to Diversity, Equity and Inclusion.*
- Update the Human Resource Manual directive and create guidelines to expand the use of Alternative Dispute Resolution. Promote informal conflict management solutions to address unique workplace dynamics through collaborative approaches based on *Inuuqatigiitsiarniq*, *Tunnganarniq*, and *Piliriqatigiinniq*. *Status: The department is working on updating the directive and development of guidelines on Alternative Dispute Resolution, which is anticipated to be completed by the end of this fiscal year. Outreach for GN employees who have an interest in Alternative Dispute Resolution and Investigation Procedures was launched with the goal of having employees trained in early 2024.*
- Promote Employee and Family Assistance Programs. Create a platform for mutual support for employees and managers and their own resource groups. *Status: The development of an employee awareness campaign for available programs and resources to increase access to Employee and Family Assistance Program is underway, with implementation to commence in 2024-2025.*

Priorities (2024-25)

- Collaborate with Employee Relations to re-direct complaints through an Alternative Dispute Resolution process. Improve participation through employee-driven collaborative conflict resolutions. Develop information and tools to ensure all current and new managers can utilize policies, procedures, and adopt management practices rooted in Inuit Qaujimajatuqangit and Inuit Societal Values to support healthy workplaces and reduce conflict.
- Promote Government of Nunavut-wide, a collaborative approach to Diversity, Equity and Inclusion that builds trust, increases employee engagement and results in job satisfaction.

Priorities (2025-26)

- Gather data on wellness program awareness and use to evaluate the programs and make improvements.
- Using existing data such as harassment complaints and exit surveys, evaluate the impact of wellness programs on job satisfaction.
- Conduct internal survey of government employee wellness needs and develop an action plan to address any changes.

Financial Summary

Branch	2023-2024 Main Estimates		2024-2025 Main Estimates		2025-2026 Planned		2026-2027 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Human Resource Operations								
Compensation & Benefits	12,270	84.0	12,451	84.0	12,451	84.0	12,451	84.0
Grants & Contributions	-		-		-		-	
Other O&M	6,437		6,437		6,437		6,437	
Subtotal	18,707		18,888		18,888		18,888	
Strategic Human Resource Management								
Compensation & Benefits	5,089	49.0	5,188	49.0	5,188	49.0	5,188	49.0
Grants & Contributions	-		-		-		-	
Other O&M	5,315		5,315		5,315		5,315	
Subtotal	10,404		10,503		10,503		10,503	
Total	29,111	133.0	29,391	133.0	29,391	133.0	29,391	133.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Human Resources	As at Sept. 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	117		117	
Total Filled Positions	73	62%	94	80%
Total Vacancies	44	38%	23	20%
Total Inuit	38	52%	46	49%
Total Executive Positions	3		3	
Total Filled Executive Positions	2	67%	3	100%
Total Vacant Executive Positions	1	33%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	7	88%	6	75%
Total Vacant Senior-Management Positions	1	13%	2	25%
Total Inuit in Senior-Management Positions	4	57%	4	67%
Total Middle-Management Positions	17		17	
Total Filled Middle-Management Positions	13	76%	14	82%
Total Vacant Middle-Management Positions	4	24%	3	18%
Total Inuit in Middle-Management Positions	5	38%	5	36%
Total Professional Positions	47		46	
Total Filled Professional Positions	23	49%	36	78%
Total Vacant Professional Positions	24	51%	10	22%
Total Inuit in Professional Positions	9	39%	12	33%
Total Paraprofessional Positions	26		29	
Total Filled Paraprofessional Positions	17	65%	22	76%
Total Vacant Paraprofessional Positions	9	35%	7	24%
Total Inuit in Paraprofessional Positions	10	59%	12	55%
Total Administrative Positions	16		14	
Total Filled Administrative Positions	11	69%	13	93%
Total Vacant Administrative Positions	5	31%	1	7%
Total Inuit in Administrative Positions	10	91%	13	100%

* The department received funding for a total of 133 PYs in 2023-24. Of this total, 16 PYs are excluded from the departmental IEP because they are Sivuliqtiksat intern positions employed in various departments.

Capacity

As of September 30, 2023, the department is at 52% Inuit representation. Of 117 positions, 38 are filled by Inuit and 44 positions are vacant.

The Department of Human Resources has placed a 49% Inuit employment target for March 31, 2025, as shown on the summary chart being a decrease of 3% overall. However, the projection shows an increase in filled positions and it reflects an increase of 8 PYs totaling 46 Inuit. The Department projects operating at an 80% capacity with 23 vacancies.

Priorities (2023-24)

- Establish and maintain succession plans for key positions within the executive-level employment category.
Status: *Completed. The review of the two Assistant Deputy Minister positions within the executive-level employment category is underway and will be completed by the end of this fiscal year.*

Priorities (2024-25)

- Establish and maintain staffing contingency plans for key positions.

Priorities (2025-26)

- Identify and implement options for filling hard-to-fill and specialized positions.

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Department of Justice

Business Plan

2024-2026

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CORE BUSINESS

The programs of the Department of Justice are described below, within the following lines of business:

	Budget (\$000)			
	2023-24	2024-25	2025-26	2026-27
Advisory and Administrative Services	27,541	27,690	27,717	27,717
Law Enforcement	67,189	70,252	69,384	69,384
Legal Support Services	4,759	5,139	5,147	5,148
Court Services	13,213	13,156	13,156	13,156
Legal Registries	1,589	1,740	1,740	1,740
Corrections	46,691	47,244	47,244	47,244
Community Justice	6,201	6,822	6,822	6,822
TOTAL	167,183	172,043	171,210	171,211

Katujjiluta Mandate Actions

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Encourage and support models of wellness and well-being that are grounded in Inuit identity.
- Expand opportunities, training, and formal recognition for Inuit to provide culturally – and linguistically-relevant mental health and well-being programs and services.
- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root cause such as child sexual abuse, trauma, bullying, and discrimination.
- Reinvigorate health and mental health promotions programs.

Advisory and Administrative Services

Advisory and Administrative Services includes three components: the Offices of the Deputy Minister, the Assistant Deputy Minister Public Safety, and the Assistant Deputy Minister Courts & Justice Services; Policy and Planning; and Corporate Services. This line of business provides overall leadership, policy development, strategic planning, human resources, training, financial and administrative support.

Objectives

- To provide leadership for the department in order to ensure that its goals, objectives, and priorities are met.
- To advise Cabinet on legal matters affecting the Government of Nunavut.
- To work with other departments, communities, and governments to continuously improve the administration of justice in Nunavut.
- To support the development of Inuit legal professionals who can provide services in Inuktitut and bring an understanding of Inuit culture and values to their work.
- To oversee the Territorial Police Service Agreement and act as a liaison between the Government of Nunavut and the RCMP and ensure that policing services in Nunavut meet the needs of Nunavummiut.
- To provide support services to the other divisions of the Department of Justice in financial administration, policy development, and human resource functions.

Programs Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Deputy Minister, Assistant

Deputy Minister Public Safety

Assistant Deputy

Minister Courts & Justice Services	1,505	1,630	1,630	1,630
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The Deputy Minister (DM), the Assistant Deputy Minister (ADM) Public Safety and the ADM Courts & Justice Services are responsible for the overall management of the department, including providing leadership and setting program direction, monitoring goals, objectives, policies, and budgets to ensure that priorities and directives are followed. The DM is the official legal advisor to the Executive Council and the Government of Nunavut. The ADM Public Safety oversees Crime Prevention, the Community Justice Division, the Corrections Division, the RCMP policing file, and the Therapeutic Justice Program. The ADM Courts & Justice Services oversees Legal Registries, Court Services, the Civil Forfeiture Office, the Public Trustee Office, the Human Rights Tribunal, the Coroner's Office, the Labour Standards Office, the Rental Office, and the Legal Services Board.

Corporate Services	19,749	19,604	19,631	19,631
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The Corporate Services Division provides a full range of financial, staffing, training, administrative management, and support services to the department. The division also oversees the financial aspects of the policing agreements and manages the human resources functions for the department. The division also oversees the contribution agreements that fund the Legal Services Board, the Human Rights Tribunal, and Community Justice Outreach Workers.

Policy and Planning	1,176	1,180	1,180	1,180
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The Policy and Planning Division is responsible for developing departmental policy and legislative proposals; analyzing proposed departmental policies; business plan development; conducting

justice consultations with other departments, communities, and governments; and developing and communicating departmental responses to justice issues.

Public Trustee and Guardian 3,191 **3,353** 3,353 3,353

The Public Trustee's mandate is to administer trusts on behalf of minors and estates and trusts of Nunavummiut who die without a will or are in need of protection because of disability. The Office actively pursues benefits to which its clients may be entitled, such as Registered Disability Savings Plans and claims settlements in class action suits. The Public Guardian's mandate includes guardianship of adult persons who are incapable of managing their personal affairs. This is accomplished by making decisions about their health and personal care in close consultation with the clients and their families.

Coroner's Office 905 **908** 908 908

The Coroner's Office investigates the circumstances surrounding all reportable deaths to determine the identity of the deceased and the facts concerning the deaths. The service is supported by coroners within the communities, the RCMP, and various other agencies that work closely with the Coroner's Office. The Coroner's Office is also responsible for arranging with southern providers services such as autopsies and toxicology testing.

Rental Office 150 **150** 150 150

The Rental Office receives, investigates, mediates, and adjudicates complaints under the *Residential Tenancies Act*. An order of the Rental Office can be filed in Court and enforced as an Order of the Court.

Labour Standards 188 **188** 188 188

The Labour Standards Compliance Office administers the *Labour Standards Act* and related legislation. The Labour Standards Board functions independently to hear appeals under the *Labour Standards Act*.

Civil Forfeiture 210 **210** 210 210

The Civil Forfeiture office administers the *Unlawful Property Forfeiture Act*. The overall purposes of the Act and the program are to deter and disrupt unlawful activities and to either compensate victims or reinvest forfeited funds to support other community-based wellness programs. The Office is primarily a crime prevention and deterrence initiative.

Quasi Judicial Boards 284 **284** 284 284

The Quasi Judicial Boards office is responsible for the day-to-day operations of the Labour Standards Board and the Criminal Code Review Board. As registrar for the two boards, the manager of Quasi Judicial Boards ensures that the findings of the board are carried out and provides administrative support to board members.

Criminal Code Review Board	183	183	183	183
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The Nunavut Criminal Code Review Board reviews cases of individuals charged with criminal offenses that have been given verdicts of “not criminally responsible” or have been declared by the court as unfit to stand trial on account of mental disorder.

Total Advisory and Administrative Services	27,541	27,690	27,717	27,717
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Priorities (2023-24)

- Increase Inuit employment within the Department of Justice.
Status: The Department has been actively working to meet its short-term and long-term goals outlined in our Inuit Employment Plan. As of September 30, 2023, the Department had 49% Inuit representation and continues to work to achieve the goal of 51% set for March 31, 2024. The Department has a new goal to reach 53% Inuit representative for March 31, 2025. The Corporate Services division continues to work with all the department’s divisions to recruit and hire more Inuit through restricted competitions and direct appointments.
- Continue to ensure government programs and services are more effective and relevant through the incorporation of Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.
Status: The Legislation Division works with all government Departments to ensure they understand their consultation and Article 32 duties when implementing new legislative priorities. The Department ensures that all new legislation is translated into Inuktitut. The Department is also in the process of developing the government-wide Policy for Inuit Societal Values Statements for bills and regulations under the Legislation Act in coordination with other departments.
- Provide leadership to divisions to ensure that Katujjiluta priorities are implemented.
Status: The Department assists other Departments leading Katujjiluta mandate priorities through legal and legislative support services.
- Provide support to divisions to ensure that Katujjiluta priorities are implemented.
Status: The Department provides legal and legislative support to Departments leading Katujjiluta mandate priorities and assists with implementation. The Department, through its public safety branch, supports the United for Life partners in the renewal of the Nunavut Suicide Prevention Strategy Action Plan. The RCMP “V” Division is an active consulting partner on the Suicide Prevention Strategy.
- Collaborate with other departments on joint efforts to achieve mandate objectives by participating as a member of the Purpose-Built Housing Working Group with Health, Family Services and the Nunavut Housing Corporation in a housing need and demand study to identify priority communities for Elders’ independent or assisted living units, emergency shelters and transitional housing units; gauge community capacity to provide support services; and develop a business case.

Status: The Department has been involved with this Working Group. Community Justice and Corrections divisions have been engaged and provided feedback on purpose-built housing needs for Justice clients, including reintegrating offenders back to the community as well as potential temporary housing needs for Emergency Protection Orders applicants and respondents, and victims of crime.

Priorities (2024-25)

- Increase Inuit employment within the Department of Justice.
- Ensure government incorporation of Inuit Societal Values within legislation by completing the regulatory work necessary to bring into force the Inuit Societal Values Statement sections of the *Legislation Act*.
- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Undertake the necessary legislative work to improve Nunavut's family law regime.
- Undertake the necessary legislative work to improve Nunavut's family violence laws.

Priorities (April to October 2025)

- Increase Inuit employment within the Department of Justice.
- Ensure government incorporation of Inuit Societal Values within legislation by working with other Departments to ensure the effective implementation of the Inuit Societal Values Statement sections of the *Legislation Act*.
- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Continue to develop and implement community based public safety initiatives.

Law Enforcement

The Department of Justice's senior management acts as a liaison between the Government of Nunavut and the Royal Canadian Mounted Police (RCMP). The department contracts with Public Safety and Emergency Preparedness Canada for the provision of RCMP services under the Territorial Police Services Agreement. Senior management also oversees the financial aspects of this agreement.

Objectives

- Ensure that high quality, effective and efficient policing services are available in Nunavut.
- Manage the resources and services provided via the Territorial Policing Services Agreement.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Law Enforcement		67,189	70,252	69,384	69,384
Policing services are provided by the RCMP under contract with the Government of Nunavut. RCMP “V” Division has personnel posted throughout the territory with detachments in 25 communities. There are currently 193 RCMP positions in Nunavut under the Territorial Police Services Agreement including regular RCMP officers, civilian and public servants.					
Total, Law Enforcement		67,189	70,252	69,384	69,384

Priorities (2023-24)

- Support RCMP efforts to Recruit Inuit regular members, civilian members, and public service employees into the RCMP.

Status: The RCMP remain committed to the recruitment and retention of Inuit members and employees. The Senior Management Team have been diligently working towards a national staffing strategy to resolve interim resourcing pressures. To date, consensus was gained across the country for this strategy, which will benefit Nunavut by providing a sustainable Human Resource support model, resulting in new growth. Locally, the RCMP partook in various tradeshows and career fairs, enhancing its visibility to attract potential candidates.

All Nunavut Regular Member (RM) applicants are afforded training free of cost ahead of their applications in order to fill in gaps which were previously identified as obstacles, such as First Aid/Cardiopulmonary Resuscitation (CPR) Training. Regular Member applicants are further supported throughout the process, and Nunavut is the only jurisdiction where RCMP National Recruiting covers applicant travel costs, further mitigating challenges which may deter individuals from applying.

The RCMP remains dedicated and is collaborating with Pilimmaksaivik (the Federal Centre for Excellence for Inuit Employment) to create initiatives supporting Inuit employee recruitment, growth, and retention.

- Support RCMP efforts to increase capacity to communicate in the Inuit language.
Status: The RCMP continues to be committed to providing, and increasing capacity, to deliver policing services in the Inuit language. The RCMP is striving to empower effective community policing by working to provide essential language services in the Inuit language. Funding is received for the public service and civilian positions in the Operations Communications Centre (OCC). Additionally, opportunities for community employment exist in detachments and allow for key linguistic services, bridging cultural gaps and enhancing understanding.

- Facilitate effective communication with the communities in Nunavut to foster a relationship between Nunavummiut and their police force.

***Status:** The RCMP prioritizes effective communication with the communities of Nunavut by actively engaging in dialogue, commitment to learn and understand Inuit culture, and embracing inclusivity. The police-public relationship is built upon trust and positive communication strategies further enhance and strengthen partnerships. The Nunavut RCMP promotes and engages with transparent communication, ensuring the public and the contracting partner are notified of the work conducted by the police in a timely and appropriate manner.*

- Support police efforts to implement community-based initiatives targeting youth.

***Status:** Community-based initiatives are pivotal to police-community relationship, the RCMP engages in daily interactions with community members with a focus on youth. The trust built between the two pays dividends during stressful and emotionally charged situations, allowing the de-escalation of the occurrence while providing supports within a culturally sensitive lens. The RCMP maintains ongoing partnerships with youth centric groups and activities, such as visiting schools, youth centres, participating in youth events, and informal interactions with community members. Employees dedicate their time by volunteering in community events as well as taking lead roles such as coaching sporting activities, cadets, martial arts, etc.*

- Support the RCMP to implement initiatives focused at reducing family violence in Nunavut.

***Status:** The RCMP has funding available through the Family Violence Initiative Fund, and all detachments are encouraged to work with their respective communities and to submit a proposal for program. Previous inputs saw various communities receive funding towards their project implementation. Such initiatives are primarily Inuit-centric, focusing on traditional Inuit activities, such as community feasts, programs on the land, and Elder-youth initiatives, while promoting and advancing healthy relationships tools.*

The Family Violence Corporal position remains active in the territory by providing support to front-line members with respect to domestic violence matters. As a subject matter expert, the position further supports operations from an administrative perspective, through drafting and interpretation of family violence policy, as well as providing advice on the topic.

- Work in partnership with the RCMP to create and implement a crime prevention strategy.

***Status:** The Department and RCMP remain determined and committed to engaging in and implementing community safety, recognizing crime prevention strategies and community partnerships are imperative to harm mitigation. The RCMP maintains a strong community policing approach, building trust with the communities it serves; effectively promoting dialogue, and more importantly, gathering buy-in from community-lead RCMP-supported initiatives.*

The RCMP initiated a community involvement reporting matrix in its monthly reports and has reported over 7,000 hours of member involvement in community initiatives between January and October 2023. The proactive approach fosters cooperation and allows the police to gain valuable insight into localized challenges. The identified priorities are further discussed with

community leaders, and where jointly agreed, implemented as a priority into the detachment's Annual Performance Plan.

- Work with the RCMP, and other stakeholders, to reduce the importation alcohol and drugs into Nunavut.

Status: The RCMP continues to work with other federal and Provincial and Territorial law enforcement partners to help stem the flow of alcohol and drugs before they enter Nunavut while respecting people's right with respect to unreasonable search and seizure.

Priorities (2024-25)

- Support RCMP efforts to Recruit Inuit regular members, civilian members, and public service employees into the RCMP.
- Support RCMP efforts to increase capacity to communicate in the Inuit language.
- Facilitate effective communication with the communities in Nunavut to foster a relationship between Nunavummiut and their police force.
- Support police efforts to implement community-based initiatives targeting youth.
- Support the RCMP to implement initiatives focused at reducing family violence in Nunavut.
- Work in partnership with the RCMP to create and implement a crime prevention strategy.
- Work with RCMP, and other stakeholders, to reduce the importation alcohol and drugs into Nunavut.

Priorities (April to October 2025)

- Support RCMP efforts to Recruit Inuit regular members, civilian members, and public service employees into the RCMP.
- Support RCMP efforts to increase capacity to communicate in the Inuit language.
- Facilitate effective communication with the communities in Nunavut to foster a relationship between Nunavummiut and their police force.
- Support police efforts to implement community-based initiatives targeting youth.
- Support the RCMP to implement initiatives focused at reducing family violence in Nunavut.
- Work in partnership with the RCMP to create and implement a crime prevention strategy.

- Work with RCMP, and other stakeholders, to reduce the importation alcohol and drugs into Nunavut.

Legal Support Services

Legal Support Services provides legal services to all Government of Nunavut departments and certain public agencies to assist them in carrying out their mandates and protect the government’s legal interests. Program responsibilities include the provision of legal advice and representation as well as legislative drafting.

Objectives

- To provide quality and timely legal advice to all government departments and certain public agencies.
- To represent the interests of the Government of Nunavut in all legal proceedings and in other negotiations.
- To provide relevant legal training to government departments as appropriate.
- To provide high quality legislative drafting and translation services to the government.
- To provide the public with access to Nunavut’s legislation.
- To maintain, revise and consolidate Nunavut’s legislation.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Legal and Constitutional Law		2,913	2,996	2,996	2,996
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The Legal and Constitutional Law Division provides general legal services to all government departments and certain public agencies. It also represents the interests of the Government of Nunavut in court and tribunal proceedings and in negotiations and consultations. Divisional responsibilities include the provision of legal services in relation to all constitutional matters (constitutional development, Aboriginal claims, implementation of the Nunavut Agreement, devolution and matters relating to the *Charter of Rights and Freedoms*), all litigation matters and legal advisory services (e.g., administrative law, environmental law, finance, lands and facilities management, public procurement, and the drafting and review of major contracts).

Legislation Division		1,846	2,143	2,151	2,152
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The Legislation Division has five main responsibilities which relate to legislative advice, translation, drafting, registration, and publication. The division provides legislative advice and drafts bills, regulations and appointments for the government, the Legislative Assembly, and most statutory bodies. It translates all bills, and some other instruments, into Inuktitut, and translates all bills and all regulations into French. It registers, maintains, revises, and consolidates the Acts and Regulations of Nunavut. It publishes, as required by law, the monthly *Nunavut Gazette*, and the statutes of Nunavut. As well, the division maintains the website which makes the statutes,

regulations, and other instruments available to the public and responds to inquiries from the public concerning these legislative publications.

Total, Legal Support Services	4,759	5,139	5,147	5,148
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Priorities (2023-24)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
Status: Legislation Division currently has one Legislative Counsel position vacant. A local competition did not garner any candidates. All other Legislation Division positions are filled. The Legal and Constitutional Law Division has seven (7) vacancies (5 Legal Counsel and 2 Senior Counsel). The Division is focused on staffing the Legal Counsel vacancies, and is currently running a staffing competition, which has recently been readvertised for the fourth time.
- Maintain progress in developing efficient use of technology by moving our document management system onto our portable devices.
Status: While still a priority, the iManage system has not yet been moved to portable devices due to bandwidth and other concerns. The division will continue to explore this option with help from the Department of Community and Government Services.
- Assist departments requesting the incorporation of Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure that their programs and services are more relevant and so that their Inuit Societal Values statements are more fulsome.
Status: Legislation Division has continued to effectively assist departments requesting the incorporation of Inuit Societal Values into their legislation. Legal Support Services provides advice to Departments on Article 32 and their consultation duties.
- Enhance the ability of the Legal Division and Legislation Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all legal and legislative counsel, and other client service staff and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the division.
Status: The Legislation Division staff have taken introductory level Inuktitut classes and are looking for opportunities to take higher level training. The division also prioritizes hiring lawyers who speak Inuktitut and is exploring options for recruiting these professionals. Two (2) lawyers in the Legal and Constitutional Division took Inuktitut classes, and the Division currently has a bilingual Inuktitut-speaking lawyer who is preparing to undertake fluency testing to receive the bilingual bonus.
- Reduce external costs spent on litigation by recruiting and retaining support staff with the capacity to provide administrative support on small and mid-size litigation matters.
Status: The Office Administrator in the Legal and Constitutional Law Division has been taking on a greater support role in litigation.
- Prepare for and provide legislative drafting and translation services required for devolution.

Status: Legislation Division has been preparing for devolution and is ready to undertake the task when the final agreement is signed. The division will provide drafting and translation services when it receives instructions.

- Prepare official consolidations in a timely manner in accordance with the *Legislation Act*.
Status: Legislation Division continues to have a backlog of consolidations to complete as competing priorities for the publication staff limit capacity. Recently a casual Legal Secretary/Office Administrator was hired who will assist with the consolidation process.

Priorities (2024-25)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Continue exploring the efficient use of technology by moving the division's document management system onto portable devices.
- Replace Legislation Division's outdated Statutory Appointments Tracking System and bringing the information it holds to the Nunavut Legislation website.
- Assist departments requesting the incorporation of Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure that their programs and services are more relevant and so that their Inuit Societal Values statements are more fulsome.
- Commence a revision project for certain Acts and regulations, particularly to enable existing regulatory forms to become official in all Official Languages.
- Enhance the ability of the Legal Division and Legislation Division to provide services in Inuktitut by supporting further, higher-level Inuktitut training for all legal and legislative counsel and other client service staff, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the divisions.
- Prepare official consolidations in a timely manner in accordance with the *Legislation Act*.
- Provide legislative drafting and translation services required for devolution.

Priorities (April to October 2025)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Assist departments requesting the incorporation of Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure that their programs and services are more relevant and so that their Inuit Societal Values statements are more fulsome.

Department of Justice

- Continue a revision project for certain Acts and regulations, particularly to enable existing regulatory forms to become official in all Official Languages.
- Enhance the ability of the Legal Division and Legislation Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all legal and legislative counsel and other client service staff, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the divisions.
- Reduce external costs spent on litigation by recruiting and retaining support staff with the capacity to provide administrative support on small and mid-size litigation matters.
- Prepare official consolidations in a timely manner in accordance with the *Legislation Act*.
- Provide legislative drafting and translation services required for devolution.

Court Services

The Court Services Division is responsible for providing administrative support services for the Nunavut Court of Justice. The division also provides assistance to the public and other court users.

Additional responsibilities include administration of the Sheriff's Office, the Justices of the Peace Program, and the Family Support Program. The division also provides access to legal information through the Courthouse law library. Court Services also coordinates the family mediation program, which provides families an alternative to the Court process in terms of child custody, and access to child support.

Objectives

- To provide efficient and timely processes relating to family, civil and criminal Court proceedings.
- To develop cost-efficient, effective, and integrated systems for records management.
- To provide a culturally appropriate and respectful workplace for staff by providing quality staff training and development opportunities as well as ensuring staff input into all Court initiatives.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Court Administration		11,164	11,097	11,097	11,097

Court Administration is responsible for the provision of support services for the Nunavut Court of Justice throughout Nunavut. This includes providing information and assistance to the public, the Judiciary, legal counsel, the RCMP, and other individuals or groups who bring matters before the Court. The law library at the Nunavut Court of Justice provides legal information for members of the legal profession and Nunavummiut.

The Family Support Program	848	851	851	851
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The Family Support Program has the primary responsibility for collecting and disbursing child and spousal support payments. There are currently approximately 214 open family support files.

Justices of the Peace	1,201	1,208	1,208	1,208
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Justices of the Peace are community-based judicial officers who have jurisdiction with the Nunavut Court of Justice over summary (less serious) *Criminal Code* offences and territorial offences under Nunavut statutes. In addition, Justices of the Peace are empowered to conduct bail hearings for more serious cases and have limited civil jurisdiction under some Nunavut statutes. Justices of the Peace also perform a valuable service in their communities, conducting marriage ceremonies, swearing-in various officials, and signing documents.

Total, Court Services	13,213	13,156	13,156	13,156
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Priorities (2023-24)

- Implement a paperless office environment in Courts by implementing electronic filing initiatives.
Status: The court registry can accept criminal and civil documentation electronically, which allows counsel and the public to file from the convenience of their office and/or home.
- Develop a joint integrated Court and Corrections records management and information system, which will integrate records management and information sharing between various Department of Justice divisions and stakeholders.
Status: The project had been scheduled to start in FY 2023-24 but was pushed to FY 2025-26 to allow the department to review alternative and more cost-effective options that better suit Corrections and Court Services operational requirements. This review is ongoing.
- Implement the Regional Justice of the Peace Programs.
Status: Due to current vacancies in the Justice of the Peace positions, the implementation of this item will be carried over to 2024-25. Justices of the Peace are appointed on the recommendation of the independent Justices of the Peace Appointment and Remuneration Committee. Court Services is also focused on filling a community Justice of the Peace positions to support regional Justice of the Peace programs.
- Implement a dedicated and integrated Court Information, audio, and videoconferencing solution for court hearings.
Status: Audio and video conferencing for court hearings is currently available for all communities in Nunavut. Court Services continues to explore options for additional audio-visual and other technological solutions to enhance the system.
- Explore feasibility of satellite courts in Kivalliq and Kitikmeot Regions.
Status: Court Services continues to assess the feasibility of satellite courts in the Kivalliq and Kitikmeot regions. This work is ongoing.

Priorities (2024-25)

- Develop administration solutions for a satellite court operation and for the Kivalliq and/or Kitikmeot regions.
- Develop a joint integrated Court and Corrections records management and information system, which will integrate records management and information sharing between various Department of Justice divisions and stakeholders.
- Continue to implement of the Regional Justice of the Peace Programs.
- Continue to explore feasibility of satellite courts in Kivalliq and Kitikmeot Regions.

Priorities (April to October 2025)

- Implement a joint integrated Court and Corrections records management and information system, which will integrate records management and information sharing between various Department of Justice divisions and stakeholders.
- Implement a court operations and administration solution to provide more efficient services to the Kivalliq and/or Kitikmeot regions.

Legal Registries

Legal Registries administers regimes under corporate, commercial, societies, co-operative, and land titles laws and processes a variety of legal documents submitted to register various interests, including in land recorded on guaranteed land titles; security interests in personal property; corporations, societies, partnerships, and co-operative associations; and securities such as stocks, bonds, and mutual funds as well as regulates the advisors and dealers engaged in the sale of those securities in Nunavut. The division also maintains registries for notaries public and commissioners for oaths.

Objectives

- To promote effective legal and administrative systems to facilitate land conveyance, financing, and other commercial transactions, establishing businesses and non-profit corporations, investment opportunities and economic growth.
- To maintain accurate and current information in the various public registries in accordance with legal requirements.
- To provide enhanced certainty of title to land to support real estate conveyance, lending, and other commercial activities in Nunavut.
- To facilitate the registration of business and non-profit organizations.
- To ensure that advisors, dealers, and companies who deal with securities offered for sale to investors are registered and to promote fair and efficient access to capital markets.

- To provide advisory and educational services to client groups to maximize the benefits from the regulatory framework administered by Legal Registries.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Land Titles Office		1,104	1,133	1,133	1,133
To administer the <i>Land Titles Act</i> by reviewing and registering survey plans and various legal documents to create ownership titles and to identify other legal interests and mortgages affecting titled lands. The Office also administers the <i>Personal Property Security Act</i> , which enables lenders to register their claim to personal property identified in a security agreement. This registration protects the lender's claim to the collateral and enables future purchasers or lenders to search the registry for prior registered interests.					
Corporate and Securities Registries		485	607	607	607
The Corporate Registry administers the <i>Business Corporations Act</i> , <i>Societies Act</i> , <i>Partnership Act</i> , and certain provisions of the <i>Co-operative Associations Act</i> and <i>Credit Union Act</i> . Submitted documents are reviewed and processed to establish and maintain current information on corporations, societies, partnerships, and co-operative associations. The Securities Registry administers the <i>Securities Act</i> , which regulates trading in investment securities. Documents are reviewed and processed to register advisors and dealers who trade stocks, bonds, and mutual funds, describe, and qualify the shares of public companies and mutual funds that are offered for sale in Nunavut; and consider applications for discretionary relief from some requirements.					
Total, Legal Registries		1,589	1,740	1,740	1,740

Priorities (2023-24)

- Continue to provide registry services and review internal policies and procedures.
Status: Providing general registry services in an accurate and timely manner is the main priority of Legal Registries. Staffing turnover and vacancies have continued to impacted document turn around times, but the division continues to work to fill positions and identify suitable candidates. Legal Registries continues to assess its internal policies and procedures on an ongoing basis.
- Explore the creation of a new database for the Notary Public and Commissioner for Oaths programs.
Status: An internal database to store all Notary Public and Commissioner for Oaths documents has been created where existing and incoming paper files are now scanned and filed in the database. Exploration into the creation of an online client interface has not yet been initiated as divisional resources are focused on processing incoming filings.
- Work with the developer regarding the maintenance of Parcelized Online Land Registration and the development of Business Enquiries and Registration.
Status: The developer has indicated that the Parcelized Online Land Registration system needs replacing. Consequently, the division will need to develop an information technology capital

project proposal. The Business Enquiries and Registration database is to be phased out as it is no longer adequate as an integration tool for the potential Multi-jurisdictional Registry Access Service onboarding. The Division will need to consider the development of an information technology capital project proposal for a new corporate online registration system that is compatible with Multi-jurisdictional Registry Access Service.

Priorities (2024-25)

- Review the potential to cease defunct societies under the *Societies Act*.
- Work to develop a corporate on-line registration system that is compatible with the Multi-jurisdictional Registry Access Service (MRAS).
- Work to develop a replacement platform for the existing Parcelized Online Land Registration system.

Priorities (April to October 2025)

- Develop add-on to Corporate Registry suite to assist Society administration practices, including a by-law builder and interactive society management platform.
- Work with non-profits to develop a more robust corporate memory among Societies using the interdepartmental network of non-profit support.
- Continue work to develop a replacement platform for the existing Parcelized Online Land Registration system.

Corrections

Corrections administers programs that include adult and young offender institutions, outpost camps and alternative homes and the community corrections program. The division also administers the Inuit cultural skills programs that assist offenders in developing traditional skills.

The division oversees the adult and young offenders' facilities, including on-the-land camp operations and open-custody homes. The community corrections program supervises offenders placed on probation.

Objectives

- To seek the advice and assistance of communities on how best to provide correctional services.
- To work in partnership and cooperation with other government departments in the development and delivery of community wellness and crime prevention programs.
- To offer care, custody, and healing to offenders in the communities and facilities.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Corrections Directorate		8,370	8,414	8,414	8,414
The Directorate oversees the operation of Corrections throughout Nunavut, providing the direction and support to institutions and community programs as well as developing and initiating new programs and assisting in program development. The Directorate also provides liaison with other jurisdictions across Canada.					
Community Corrections		3,915	3,935	3,935	3,935
Community Corrections Officers provide supervision, support and programming to adult and youth offenders on probation, or under conditional sentences.					
Adult Healing Facility–Kugluktuk		2,037	2,047	2,047	2,047
The Healing Facility provides care, custody and control of offenders sentenced to terms of incarceration. Elders provide counseling and healing programs in the facility enabling offenders to heal in an environment that is supported by their families and home communities.					
Aaqqigiarvik Correctional Healing Facility and Correctional Camps		21,441	21,862	21,862	21,862
The Aaqqigiarvik Correctional Healing Facility (ACHF) provides care, custody and control of adult male offenders at all levels of security sentenced to terms of incarceration or awaiting trial. ACHF offers behavioural, educational, traditional, work and other programming to assist with rehabilitation. The Corrections' Camps provide traditional healing and traditional on-the-land skills throughout the year.					
Young Offenders Custody / Open and Secure		2,423	2,436	2,436	2,436
The Isumaqsunnigittukkuvik facility provides treatment and care to male and female youth sentenced to terms in custody or awaiting trial. Youth sentenced to open custody are sent to alternative homes to learn to live in a structured environment. The alternative homes also provide traditional healing and traditional on-the-land skills throughout the year.					
Women's Correctional Healing Facility		1,461	1,469	1,469	1,469
The Women's Correctional Healing Facility provides care, custody, and control to female adult inmates. The facility provides programs and counseling.					
Rankin Inlet Healing Facility		7,044	7,081	7,081	7,081
The adult facility in Rankin Inlet provides care, custody, and control of adult male inmates. The facility provides programs and counseling.					

Total, Corrections	46,691	47,244	47,244	47,244
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Priorities (2023-24)

- Continue to work collaboratively with the Community Justice Division in order to support clients’ reintegration back into their communities following release from custody.
Status: Community Justice is provided with \$300K in funding each fiscal year from Justice Canada for a Gladue Aftercare Program for client reintegration. Corrections is working closely with Community Justice to implement Gladue Aftercare, utilizing partners in the community with the assistance of Correctional Service Canada through an Exchange of Services Agreement.
- Begin planning and review of existing capacity requirements in our Kivalliq and Kitikmeot facilities.
Status: There is currently no requirement for expanded capacity at both Rankin Inlet Healing Facility (Kivalliq Region) and Kugluktuk Ilavut Centre (Kitikmeot Region) – although this is being monitored on a continual basis. Rankin Inlet Healing Facility and Kugluktuk Ilavut Centre had excess capacity, and this situation is not expected to change in the near-term.
- Begin preliminary review of all mental health and addictions services in Corrections.
Status: The Manager of Health Services position has been staffed as of October 1, 2023, which will assist in the development of mental health and addictions services. As well, two new mental health counsellor positions are in the process of being filled which will provide services to all clients in Nunavut facilities. The division is working on an option to secure a local community partner to receive federal funding and coordinate the delivery of important mental health services to clients in the community.
- Continue to work with external stakeholders to further develop trades training for Nunavummiut clients.
Status: Current activities by site: Aaqqigiarvik Correctional Healing Facility – house construction with Habitat for Humanity and construction of garbage boxes; small engine repair with City of Iqaluit (town crew); work release with Qikiqtani Industry Ltd. (Baffinland Iron Mines). Rankin Inlet Healing Facility – work with Nunavut Arctic College to develop trades training. With the anticipated reopening of the minimum-security unit there are work opportunities with construction companies. Uttaqivik Centre – tutors from United for Literacy assist clients with studying for trades/apprenticeship entrance examinations and work opportunities with construction companies in Iqaluit.
- Continue to work collaboratively with GNHR to improve staff retention strategies in Corrections.
Status: Corrections is actively working to improve staff retention via the following strategies: development of employee wellness initiatives to make Corrections as healthy a working environment as possible for staff; workplace assessments at all major sites that provide guidance for improving the operation of the sites, with Nunavut Women’s Correctional Centre and Rankin Inlet Healing Facility complete and Aaqqigiarvik Correctional Healing Facility

planned for January 2024; and a training plan to attract and retain Inuit staff into casual employment, followed by direct employment.

- Begin conducting a compliance audit of the Corrections Division to ensure divisional compliance with the *Corrections Act* and regulations.
Status: The new Corrections Act and Regulations are expected to be in force early in 2024. The division plans to conduct compliance audits beginning in 2024.

Priorities (2024-25)

- Continue compliance audit of the Corrections Division to ensure divisional compliance with the *Corrections Act* and regulations.
- Conduct a review of and develop Gladue Informed practices in custody facilities and Community Corrections.
- Continue to develop and expand internal capacity for the delivery of Inuit Cultural Skills in all custody facilities.
- Develop a workplace environment at all Corrections sites that emphasizes employee wellness, in partnership with Justice and other departments.
- Continue work on Corrections organizational renewal through functional reviews, a comprehensive Human Resources Plan, along with an effective communications strategy to staff.
- Begin planning for the replacement of the legacy Corrections information system (COMS) with an appropriate, secure, and robust system.

Priorities (April to October 2025)

- Continue to develop internal supports to become less reliant on external contracts and services.
- Perform a comprehensive operational review for Corrections Division to identify existing risks to our vulnerable populations.
- Conduct a division-wide audit of conformity with Office of the Auditor General recommendations and Corrections policy and procedures.
- Continue with the emphasis on workplace wellness by conducting various initiatives such as a respectful workplace campaign and seeking feedback from staff on the workplace environment via surveys.
- Continue planning for and begin implementation of a new Corrections information system.

Community Justice

Community Justice division utilizes Inuit Societal Values by providing assistance to all communities in culturally relevant alternatives to the formal judicial system consistent with the preservation of public safety.

The division also supports the development of victims' services at a community level and provides funding to community-based justice projects that provide alternatives to court solutions. Initiatives include the Therapeutic Justice Program and the Restorative Justice Program through Community Justice Committees. Further, the Community Justice division supports Nunavummiut experiencing family abuse through the delivery of services under the *Family Abuse Intervention Act*.

Objectives

- To provide alternatives to the Court for offenders and those who have been wronged by crime through pre- and post-charge diversions.
- To seek advice and assistance of elders in the communities on how best to provide alternative justice using traditional law methods.
- To work in partnership and cooperation with other government departments in the development and delivery of community wellness, victim services, Restorative Justice, *Family Abuse Intervention Act*, and crime prevention programs.
- To help create a positive healthy relationship between those who have committed crimes and the community.
- To support victims of crime across the Territory and develop victim services at the community level.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Community Justice Directorate		2,500	2,586	2,586	2,586
The Directorate oversees the operation of Community Justice throughout Nunavut. It develops, initiates, and provides direction and support to community programs. The Directorate also acts as a liaison with other jurisdictions across Canada.					
Community Justice Program		3,701	4,236	4,236	4,236
Drawing from Inuit Qaujimagatuqangit principles, the Community Justice Program provides support to Nunavummiut experiencing family abuse through the delivery of <i>Family Abuse Intervention Act</i> ; and works in conjunction with Justice Committees to deliver Restorative Justice offender diversion. The Community Justice program provides support services for victims of crime, including the development of policies and guidelines for the Victims Assistance Committee, is responsible for the administration of the Victims Assistance Fund and Crime Prevention, and assists community groups in their application for funding.					
Total, Community Justice		6,201	6,822	6,822	6,822

Priorities (2023-24)

- Complete the internal strategy on the integration of Inuit Societal Values, customary law, and cultural competency into all sections of the Community Justice Program.
Status: Community Justice completed the internal strategy. The strategy focuses on accommodating staff to participate in seasonal traditional activities and to practice Inuit culture within the workplace. It also allows for collaboration with Inuit non-profit organizations, municipalities, and stakeholders to provide input into Community Justice programs.
- Continue to assist Justice Committees to provide community-based justice and healing programs in order to address family violence and to divert cases from the formal criminal justice system.
Status: Community Justice Outreach Workers and Community Justice Specialists continue to provide training and support to local Community Justice Committees. Community Justice also operates additional resources for offender diversion programs such as the Therapeutic Justice Program and funds the Spousal Abuse Counseling Program in Rankin Inlet.
- Continue the training and development of Community Justice Outreach Workers in all communities with the goal of increasing the effectiveness of community-based justice and healing programs.
Status: Community Justice Outreach Workers and Community Justice Specialists receive standardized training and onboarding on a regular basis. Training is delivered both in person and on Microsoft Teams. Community Justice Specialists are also enrolled in various Hivuliqtikhanut Leadership Development programs.
- Continue to work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.
Status: Community Justice Division is working alongside Corrections Division to analyze the gaps in resources for offenders returning to their communities. Both Divisions are at an early stage of developing an Offender Reintegration Program that will best suit the diverse needs of the territory.
- Deliver and develop community capacity for delivering programs for victims of crime.
Status: Victim Services expanded into three additional communities to increase front line support services available to victims and survivors of crime. Community Justice division continues to work closely with stakeholders and victims to solicit input for possible further expansion.
- Deliver a vicarious trauma learning module to all Community Justice front line staff and Justice Committees.
Status: Victim Services personnel deliver vicarious trauma and self-care practice workshops for various front line service providers including Community Justice Outreach Workers and Community Justice Specialists. Workshops and debriefing sessions are facilitated in person and upon request.

Priorities (2024-25)

- Review and develop changes for the *Family Abuse Intervention Act* Program legislation, regulations, policies, and procedures in collaboration with Policy and Planning division.
- Expand the Offender Reintegration/ Gladue Aftercare Program, in partnership with Corrections division.
- Increase culturally relevant, inclusive mental health support for Community Justice staff experiencing trauma.
- Conduct a needs assessment for Community Justice Division’s growth.
- Collaborate with key stakeholders to develop firearm safety awareness and education.

Priorities (April to October 2025)

- Evaluate Community Justice Division on the basis of needs assessments.
- Implement systemic changes in addressing family abuse, and intimate partner violence in Nunavut.
- Expand Restorative Justice Diversion Program, Therapeutic Justice Program and Spousal Abuse Counseling Programs to provide additional community-based justice initiatives as alternatives to the criminal justice system.
- Increase culturally relevant, inclusive mental health support for Community Justice staff experiencing trauma.

Human Rights Tribunal

The Human Rights Tribunal’s mandate is to adjudicate and mediate human rights complaints.

Objective

- Provide a forum to consider alleged violations of human rights in Nunavut.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Human Rights Tribunal		812	902	929	929
The Human Rights Tribunal hears human rights notifications from residents of Nunavut referred to it by the Human Rights Tribunal office and makes determinations on how the notifications should be resolved.					
Total, Human Rights Tribunal		812	902	929	929

Priorities (2023-24)

- Maintain the membership of the Tribunal to ensure a full member adjudicative body.
Status: The Tribunal has six out of seven members as one member resigned during the summer of 2023. The Tribunal will be working to post and fill the position.
- Schedule two face-to-face meetings to clear decision backlog.
Status: For efficiency and cost effectiveness, one meeting combines with relevant conferences (Council of Canadian Administrative Tribunals and Canadian Association of Statutory Human Rights Agencies) and the other takes place in a Nunavut community.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.
Status: The Tribunal continues to advertise in publications including Nunatsiaq News, Up Here magazine, and Mining North of 60 magazine monthly ads.
- Continue to decrease decision turn-around times.
Status: There have been delays in the Tribunal's decisions this year due to a lack of legal counsel. The Tribunal is in the process of obtaining new legal counsel.

Priorities (2024-25)

- Maintain the membership of the Tribunal to ensure a full member adjudicative body.
- Schedule two face-to-face meetings to clear decision backlog.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.
- Continue to decrease decision turn-around times.

Priorities (April to October 2025)

- Maintain the membership of the Tribunal to ensure a full member adjudicative body.
- Schedule two face-to-face meetings to clear decision backlog.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.
- Continue to decrease decision turn-around times.
- Increase public awareness and public education about the Tribunal and their rights under the *Human Rights Act*.

Legal Services Board

The Legal Services Board is established under the *Legal Services Act* and is responsible for ensuring that all eligible persons in Nunavut receive legal aid and related services. The Board is also responsible for overseeing the operation of the three regional clinics: Maliganik Tukisiniarvik (Qikiqtaaluk), Kivalliq Legal Services (Kivalliq), and the Kitikmeot Law Centre (Kitikmeot). These clinics provide legal services, court worker services, referral services and public legal education and information in their respective regions. The Access to Justice Agreement, which governs federal and territorial funding, requires the Board to provide legal aid services, public legal education, and Inuit court worker programs and services.

Objectives

- To provide quality and timely legal services to all eligible persons.
- To develop high quality systems for the provision of legal services.
- To develop and co-ordinate territorial and local programs aimed at reducing and preventing the occurrence of legal problems and increasing knowledge of the law, legal processes, and the administration of justice.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Legal Services Board		16,408	16,568	16,568	16,568
The Legal Services Board of Nunavut provides criminal, family, and civil/poverty legal aid services through a blended staff and private lawyer model to the people of Nunavut. The model is supported by a network of Inuit Court Workers.					
Total, Legal Services Board		16,408	16,568	16,568	16,568

Priorities (2023-24)

- Continue to improve service to our clients, including access to justice and public legal education, as to ensure high quality legal services.
Status: The Legal Services Board is improving its services post-COVID. The Legal Services Board is transitioning to electronic file management for all practice areas and across all regions. The Legal Services Board is re-establishing core processes for applications and assessments after the loss of its offices at Gjoa Haven Headquarters and Legal Services Board are working to re-establish processes for assignments and information tracking to enhance transparency, consistency, and compliance. As a participant of the national Public Legal Education Association of Canada, the Legal Services Board is committed to delivering a Public Legal Education campaign. The Legal Services Board intends to establish mentorship and development plans include specific Inuit cultural training for all legal aid lawyers, especially new hires. Legal Services Board is also working towards implementing a performance management regime tied to compensation reviews that include identifying and meeting professional standards and goals.
- Continue to advocate for changes and improvement in the justice system.

***Status:** The Legal Services Board's Board of Directors have reaffirmed their legislative role in reviewing and approving requests to appeal Court decisions. The Legal Services Board will continue to advocate for diversion and appropriate dispensations, to hold government child protection services accountable to Nunavummiut, and ensure clients have a voice at all levels of judicial and quasi-judicial matters. The Legal Services Board continues to develop the curriculum for the Inuit Qaujimaqatunqangit Education and Training for Justice Professionals project. Legal Services Board will report how it currently assists victims of sexual assault and intimate partner violence. It plans to hold a workshop with key partners to identify additional legal supports for victims of sexual assault and intimate partner violence, such as information tracking and reporting.*

- Continue to Implement Inuit Employment Plan.

***Status:** The Legal Services Board continuously strives to recruit Inuit employees across all its departments and regions and to become an employer of choice for Inuit lawyers from the Nunavut Law Program or Inuit lawyers from within territory or Inuit Nunangat. Recognizing that the lack of affordable housing is a critical barrier to employment, the Legal Services Board will work towards sustainable solutions to support all employees with special attention given to Inuit employees to achieve Inuit Employment Plan goals. The Legal Services Board will review its executive and corporate structure to attract and support more Inuit employees at this level. The Legal Services Board continues to provide training and professional development to all staff, including administrative and clinic staff, and Inuit employees looking to advance within the organization.*

- Continue to maintain effective and transparent financial oversight and accountability.

***Status:** The Legal Services Board continues to be committed to transparent, accountable, and compliant financial practices. It is building on the nearly completed Intacct accounting system which produces detailed financial reports for program and financial planning purposes. The Legal Services Board anticipates improved efficiency in financial reporting and forecasting. This enhanced system will help address certain financial issues related to relying on the Government of Nunavut's Freebalance system as Legal Services Board does not have its own independent accounting system.*

Priorities (2024-25)

- Continue to improve service to our clients, including access to justice and public legal education, as to ensure high quality legal services.
- Continue to advocate for changes and improvement in the justice system.
- Continue to Implement Inuit Employment Plan.
- Continue to maintain effective and transparent financial oversight and accountability.

Priorities (April to October 2025)

- Continue to improve service to our clients, including access to justice and public legal education, as to ensure high quality legal services.

Department of Justice

- Continue to advocate for changes and improvement in the justice system.
- Continue to Implement Inuit Employment Plan.
- Continue to maintain effective and transparent financial oversight and accountability.

Financial Summary

Branch	2023-2024 Main Estimates		2024-2025 Main Estimates		2025-2026 Planned		2026-2027 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
	Advisory and Administrative Services							
Compensation & Benefits	7,637	64.0	7,453	66.0	7,453	66.0	7,453	66.0
Grants & Contributions	17,220		17,470		17,497		17,497	
Other O&M	2,684		2,767		2,767		2,767	
Subtotal	27,541		27,690		27,717		27,717	
Law Enforcement								
Compensation & Benefits	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	67,189		70,252		69,384		69,384	
Subtotal	67,189		70,252		69,384		69,384	
Lawyer Support Services								
Compensation & Benefits	4,408	29.0	4,723	30.0	4,731	30.0	4,731	30.0
Grants & Contributions	-		-		-		-	
Other O&M	351		416		416		417	
Subtotal	4,759		5,139		5,147		5,148	
Registries and Court Services								
Compensation & Benefits	9,554	75.0	9,648	75.0	9,648	75.0	9,648	75.0
Grants & Contributions	-		-		-		-	
Other O&M	5,248		5,248		5,248		5,248	
Subtotal	14,802		14,896		14,896		14,896	
Corrections								
Compensation & Benefits	33,928	268.0	34,171	268.0	34,171	268.0	34,171	268.0
Grants & Contributions	-		-		-		-	
Other O&M	12,763		13,073		13,073		13,073	
Subtotal	46,691		47,244		47,244		47,244	
Community Justice								
Compensation & Benefits	4,547	37.0	5,101	38.0	5,101	38.0	5,101	38.0
Grants & Contributions	1,248		1,248		1,248		1,248	
Other O&M	406		473		473		473	
Subtotal	6,201		6,822		6,822		6,822	
Total	167,183	473.0	172,043	477.0	171,210	477.0	171,211	477.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Justice	As at Sept. 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	468		477	
Total Filled Positions	271	58%	295	62%
Total Vacancies	197	42%	182	38%
Total Inuit	132	49%	155	53%
Total Executive Positions	4		4	
Total Filled Executive Positions	3	75%	3	75%
Total Vacant Executive Positions	1	25%	1	25%
Total Inuit in Executive Positions	2	67%	2	67%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	5	63%	7	88%
Total Vacant Senior-Management Positions	3	38%	1	13%
Total Inuit in Senior-Management Positions	0	0%	1	14%
Total Middle-Management Positions	26		26	
Total Filled Middle-Management Positions	16	62%	16	62%
Total Vacant Middle-Management Positions	10	38%	10	38%
Total Inuit in Middle-Management Positions	6	38%	8	50%
Total Professional Positions	84		87	
Total Filled Professional Positions	46	55%	56	64%
Total Vacant Professional Positions	38	45%	31	36%
Total Inuit in Professional Positions	17	37%	25	45%
Total Paraprofessional Positions	93		96	
Total Filled Paraprofessional Positions	48	52%	60	63%
Total Vacant Paraprofessional Positions	45	48%	36	38%
Total Inuit in Paraprofessional Positions	23	48%	30	50%
Total Administrative Positions	253		256	
Total Filled Administrative Positions	153	60%	153	60%
Total Vacant Administrative Positions	100	40%	103	40%
Total Inuit in Administrative Positions	84	55%	89	58%

Capacity

The Department of Justice continues to work toward achieving a representative level of Inuit employment within all employment categories in the department.

As of September 30, 2023, out of a total of 468 positions, the Department of Justice was operating at 58% capacity with 197 vacancies. 132 positions are held by Inuit employees – this is 49% of

total filled positions. The department is on its way to achieving its 51% Inuit representation target set out for March 31, 2024.

In the 2024-2025 fiscal year, the Department of Justice will be participating in government-wide initiatives as well as department-specific initiatives to work towards achieving 53% Inuit representation by March 31, 2025.

The department has completed various initiatives in the past year aimed at advancement of our Inuit Employment Plan goals. Specifically, the completion of the Aaqqigiarvik Correctional Healing Facility and our support of the graduates of the Nunavut Law School. As well, we have implemented a corrections recruitment campaign, organized a justice sector career fair and information session that included justice partners, and participated in a government-wide career fair.

At the direction of the Deputy Minister and in line with the department Inuit Employment Plan, divisions have been directed to utilize all available tools and options in staffing processes to hire Nunavut Inuit. For staffing competitions, if supervisors are not able to hire a Nunavut Inuk, they are required to provide a justification letter to the Deputy Minister.

The department continues to look for Inuit staff who qualify for direct appointment and have put forward a number of direct appointments this fiscal year.

In the field of corrections, the department continues to offer a paid pre-deployment training program that provides nationally recognized correctional officer training for all new correctional caseworkers. Inuit applicants receive priority placement for the program, which is designed to provide graduates with the tools they need to be successful to work in a correctional facility and begin a career in corrections.

Each summer, the department participates in the Summer Student Employment Equity Program. Justice routinely hires Inuit students into positions that allow them to see the type of work the Department does, and that experience helps them determine if they would like to pursue a career in a justice-related field.

Priorities (2023-24)

- Promote careers in the Department of Justice to Nunavummiut.
Status: The department has held its own justice sector career fair and information session and taken part in a government-wide career fair to promote valuable career opportunities within our department.
- Provide information about the jobs that are available at the Department of Justice in order to have more Inuit prepare for career development.
Status: The department has highlighted the current opportunities within our department at the Career Fairs we have participated in. Additionally, there has been advertising of the Corrections Pre-Deployment program which offers pre-employment training to work within our Correctional facilities.

Department of Justice

- Support the Department of Human Resource's career broadening program and encourage more Inuit employees in the department to develop their skills.
Status: Justice has supported two employees through the career broadening program which has allowed them to further develop skills that has given them opportunities to progress their careers.
- Continue to provide both internal and external training and encourage staff to take on job training to improve their credentials.
Status: The department continues to see success in our Corrections Pre-Deployment training and additionally all of our divisions are supportive of all staff taking external training and making use of the policies available to them to cover training and development fees.
- Accessing the Sivuliqtiksat Internship Program for various positions within the divisions.
Status: We have been working throughout this year on targeting supervisor and management level positions for this program, particularly within Corrections. We recently placed one Inuit staff in their internship position and are committed to seeing it through to success.
- Focus on monitoring the departmental Inuit employment status, communicating with senior managers to adjust hiring strategies accordingly along with the time being.
Status: Inuit employment is a regular agenda item at Justice Senior Manager meetings and, Inuit recruitment has been the subject of specific senior managers gatherings. All managers have a standing direction to look for: Inuit staff who qualify for direct appointment, training opportunities for Inuit staff, and artificial barriers in job descriptions.
- Use existing hiring procedures to promote Inuit Hiring (for example: Restricted Competitions).
Status: The department has been making efforts to process all appropriate Direct Appointments to Nunavut Inuit employees. We plan to continue doing so and are hoping to fill several vacancies through this process.
- Work with Nunavut Arctic College and other programming providers to deliver justice careers training for beneficiaries.
Status: The corrections pre-deployment training continued to graduate classes. The training provides preference to Inuit applications and is designed to provide correctional caseworkers the tools they need to be successful upon entry into a correctional facility. The Department has provided training for coroners, Justices of the Peace, Community Justice Outreach Workers, and Community Correctional Officers, across Nunavut
- Provide employment opportunities for Inuit students in the Nunavut Arctic College/University of Saskatchewan law program.
Status: The Department has now hired 5 graduates of the Nunavut Law Program into indeterminate roles.

Priorities (2024-25)

- Promote careers in the Department of Justice to Nunavummiut.

- Provide information about the jobs that are available at the Department of Justice in order to have more Inuit prepare for career development.
- Support the Department of Human Resource's career broadening program and encourage more Inuit employees in the department to develop their skills.
- Continue to provide both internal and external training and encourage staff to take on job training to improve their credentials.
- Accessing the Sivuliqtiksat Internship Program for various positions within the divisions.
- Focus on monitoring the departmental Inuit employment status, communicating with senior managers to adjust hiring strategies accordingly along with the time being.
- Use existing hiring procedures to promote Inuit Hiring (for example: Restricted Competitions).
- Work with Nunavut Arctic College and other programming providers to deliver justice careers training for beneficiaries.

Priorities (2025-26)

- Promote career in the Department of Justice to Nunavummiut.
- Provide information about the jobs that are available at the Department of Justice in order to have more Inuit prepare for career development.
- Support the Department of Human Resource's career broadening program and encourage more Inuit employees in the department to develop their skills.
- Continue to provide both internal and external training and encourage staff to take on job training to improve their credentials.
- Accessing the Sivuliqtiksat Internship Program for various positions within the divisions.
- Focus on monitoring the departmental Inuit employment status, communicating with senior managers to adjust hiring strategies accordingly along with the time being.
- Use existing hiring procedures to promote Inuit Hiring (for example: Restricted Competitions).
- Work with Nunavut Arctic College and other programming providers to deliver justice careers training for beneficiaries.

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Department of Culture and Heritage

Business Plan

2024-2026

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CORE BUSINESS

	Budget (\$000)			
	2023-24	2024-25	2025-26	2026-27
Directorate	4,949	4,998	4,998	4,998
Official Languages	7,694	7,725	7,725	7,725
Translation Bureau	4,179	4,229	4,229	4,229
Heritage	5,972	6,004	6,004	6,004
Inuit Tunngavingit	3,607	3,619	3,619	3,619
Inuit Qaujimagatuqangit in Government	1,422	1,430	1,430	1,430
TOTAL	27,823	28,005	28,005	28,005

Katujjiluta Mandate Actions

The department's responsibilities include providing leadership for the following mandate commitments of the 6th Legislative Assembly:

- Ensure government is more effective and relevant through Inuit Qaujimagatuqangit and Inuit Societal Values within legislation and policy;
- Lead the development and implementation of a strategic plan for Inuit language training in the public service.

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Develop a comprehensive elder and senior care strategy and implementation plan with broad input from elders, families, communities, and partners;
- Provide culturally and linguistically relevant training for staff working in continuing care facilities;
- Enhance supports to improve daily life in continuing care facilities;
- Encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living;
- Enable elders to access more country food;
- Encourage and support models of wellness and well-being that are grounded in Inuit identity;
- Expand opportunities, training, and formal recognition for Inuit to provide culturally and linguistically relevant mental health and well-being programs and services;
- Engage and recognize more elders and other community members as advisors and local counsellors for Inuit, and in programming on the land;
- Promote and provide long-term core funding to support and expand effective models for community-led programs and services;

- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination;
- Prepare a new plan to develop and transform Nunavut’s early learning and childcare sector, with an emphasis on Inuit-centred early learning;
- Provide more financial, administrative, training, and Inuktitut learning resources to support early learning;
- Accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources;
- Create an online marketplace for Nunavut arts and crafts.

Directorate

The Directorate provides overall leadership and management support to the department under the direction of the Deputy Minister who, as the administrative head of the department, makes recommendations to the Minister about goals, objectives and standards for all programs and services. The administrative mandate includes strategic planning, resource allocation, development of legislation and policy, budget coordination, communications, capital planning, financial services, and Inuit employment and human resource planning and development.

The Directorate Branch, in close collaboration with the *Inuit Qaujimajatuqangit in Government Branch* and Government of Nunavut departments and agencies, will ensure the government is more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy.

Objectives

- Serve a central agency role, including advising departments and agencies on alignment with Inuit Qaujimajatuqangit and Inuit Societal Values and language obligations.
- Provide strategic direction, support, guidance and financial accountability to departmental operations in the delivery of programs and services.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Deputy Minister’s Office		592	597	597	597
The Deputy Minister’s Office Division is responsible for department-wide objectives, policies and budgets, and to ensure priorities and objectives are achieved. The Deputy Minister is also responsible for providing support and advice to the Minister and Executive Council.					
Assistant Deputy Minister’s Office		327	330	330	330
The Assistant Deputy Minister’s Office Division provides support to the Deputy Minister in departmental management. The Assistant Deputy Minister also provides leadership and direction for overseeing the operations and services of the following branches: Official Languages, Inuit Tunngavngit, Inuit Qaujimajatuqangit in Government, Translation Bureau, and Heritage.					

Policy and Planning 1,235 **1,248** 1,248 1,248

The Policy and Planning Division coordinates the department’s strategic and business planning processes, and provides leadership in policy development, legislation development and communications. Policy and Planning also leads in the development of Ministerial briefing materials, and coordinates departmental responses to ATIPP requests. The division is additionally responsible for supporting alignment with Inuit Qaujimagatuqangit and Inuit Societal Values across the government through various policy mechanisms that include advising other departments and public agencies on their submissions to Cabinet, and serving on Maligaksanik Qimirrujiit and Atuagatsanik Qimirrujiit.

Corporate Services 1,369 **1,384** 1,384 1,384

The Corporate Services Division coordinates the department’s budget development and control, processes financial documents, supports grants and contributions, and ensures the department abides by all financial regulatory acts and *Generally Accepted Accounting Principles*. Corporate Services also provides support services to the department such as human resources.

Inuit Uqausinginnik Taiguusiliuqtiit

Contribution Funding Program 1,426 **1,439** 1,439 1,439

This contribution supports *Inuit Uqausinginnik Taiguusiliuqtiit* — a statutory body established under the *Inuit Language Protection Act*. The Inuit Uqausinginnik Taiguusiliuqtiit serves to expand knowledge and expertise with respect to the Inuktitut language, and makes decisions about its use, development, and standardization.

Total, Directorate **4,949** **4,998** **4,998** **4,998**

Priorities (2023-24)

- Lead and coordinate government efforts to begin implementing the updated Iviqtippalliajut framework.
Status: The department continues to lead the implementation of the Iviqtippalliajut Framework to strengthen Inuit Qaujimagatuqangit and Inuit Societal Values in government workplaces and within policy and legislation. The department completed a review of Iviqtippalliajut and anticipates sharing an updated version before the end of the 2023-2024 fiscal year.
- Assist in consultation efforts for the comprehensive Elder and senior care strategy, to ensure full engagement from Elders groups/committees/societies, and Inuit Qaujimagatuqangit Katimajiit. The department will also coordinate input from Tuttarviit.
Status: The department provided requested support to the Executive and Intergovernmental Affairs led consultation process.
- Promote the department’s multi-year funding options to communities, particularly in relation to community-based cultural healing programming.

Status: The department anticipates including a promotion element with the Grants and Contribution Annual Report that will highlight successfully funded community-based cultural healing programming.

- Support other departments' efforts in enhancing suicide prevention and postvention programs.
Status: The department directly supports community-based youth initiatives through its grants and contributions programming.
- Plan and deliver grants and contribution information session in the Kitikmeot region.
Status: Identified as a priority due to low applications in previous years, the department traveled to Taloyoak in November 2023 and delivered a Grants and Contributions information session.
- Implement the identified option to enhance support for Inuinnaqtun language revitalization efforts.
Status: The department has identified the need for a departmental reorganization for an Inuinnaqtun revitalization unit. The department is working to review current job descriptions and draft new job descriptions for Inuinnaqtun language revitalization related duties to submit to job evaluation for review.
- Develop and begin publishing annual Grants and Contributions summary reports.
Status: The department is finalizing the format and approach for this new report, as well as the 2022-2023 content. The 2022-2023 Grants and Contributions summary report is anticipated to be published early in the 2024 calendar year.
- Explore alternative internal structures to more efficiently distribute French and Inuktitut funding to other departments.
Status: Ongoing. The department has begun assessing alternative approaches of distribution structures. Next steps involve engagement with the broader government.

Priorities (2024-25)

- Monitor government implementation efforts of the Iviqtipalliajut framework.
- Support implementation of the comprehensive elders and senior care strategy.
- Plan and deliver grants and contribution information session in the Qikiqtaaluk region.
- Explore opportunities to further engage program branches in ongoing promotion efforts.
- Work with departments to prioritize language plans and develop alternative approaches to more efficiently distribute French and Inuktitut funding.

Priorities (April to October 2025)

- Continue monitoring government implementation efforts of the Iviqtipalliajut framework.

- Plan and deliver grants and contribution information session in an identified community.
- Review the structure of departmental Grants and Contributions Programs.

Official Languages

Official Languages Branch coordinates the implementation, monitoring, management and evaluation of language obligations and policies government wide. In collaboration with departments and public agencies, this is achieved by advancing the language priorities outlined in *Uqausivut 2.0*: language learning, language of work, language of services and language revitalization.

The branch is further responsible to promote the vitality of Inuktitut. This includes developing and coordinating policies and programs supporting the use, protection, promotion, and revitalization of Inuktitut.

Through agreement with the federal government, the branch is also responsible for maintaining federal language obligations for French language.

Objectives

- Protect, promote, and revitalize Inuktitut.
- Ensure the equal status for Nunavut’s official languages.
- Coordinate the implementation, monitoring, management and evaluation of language obligations, policies, programs and services by departments and public agencies.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Official Languages Administration		305	307	307	307
Inuktitut Affairs		1,039	1,045	1,045	1,045

The Official Languages Administration Division is the Director of Official Languages’ office. It provides overall direction and planning for the management and delivery of the Official Languages Branch’s programs and services. Key responsibilities include the development of language regulations and policies, ongoing consultations with territorial institutions and others, maintenance of *Uqausivut 2.0*, and monitoring government-wide language implementation activities and results.

The Inuktitut Affairs Division supports the management, implementation and monitoring of Inuit language obligations, programs and services by departments and public agencies. It coordinates programming intended to promote the revitalization and vitality of Inuktitut in Nunavut, in accordance with Nunavut’s *Inuit Language Protection Act* and *Official Languages Act*. It also administers Inuktitut language funding programs, and creates public awareness and appreciation about the status, history and diversity of Inuktitut, including dialogue with Inuit representatives within and outside of the territory.

Language Implementation Fund	5,765	5,788	5,788	5,788
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Supplemented by funding through the *Canada - Nunavut General Agreement on the Promotion of French and Inuit Language*, the Language Implementation Fund Division assists departments and public agencies in building their capacity to deliver programs and services in Inuktitut. Separately this division houses Grant and Contribution funding to support private businesses, individuals and municipal corporations that want to undertake activities that promote, preserve or provide services in Inuktitut.

Language Training Unit	550	550	550	550
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The Language Training Unit Division supports Inuktitut language training programs for the territorial public service.

Francophone Affairs	35	35	35	35
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Primarily funded through the *Canada - Nunavut General Agreement on the Promotion of French and Inuit Language*, Francophone Affairs Division supports the management, implementation and monitoring of federal French language obligations, and French programs and services by departments and public agencies. It administers French language funding programs, promotes public awareness about French language obligations and liaises with Francophones in accordance with the provisions of the *Official Languages Act*.

Total, Official Languages	7,694	7,725	7,725	7,725
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Priorities (2023-24)

- Explore options to ensure staff in continuing care facilities are provided targeted language training.
Status: Ongoing. The department initiated a working group on language training, which includes the Department of Health. The department also offered vacant spaces in online language programming to medical contractors and is working to track this information in future fiscal years.
- Initiate the implementation of the Inuktitut Language Training Strategy.
Status: The department has drafted an Inuktitut Language Training Strategy and anticipates sharing a version this fiscal year.
- Complete the review and evaluation of *Uqausivut 2.0*. and introduce a new comprehensive language implementation plan for 2023-24 to 2027-28.
Status: Implementation of this 5-year plan was disrupted. Following internal review, it was determined that *Uqausivut 2.0* continues to reflect the current realities, priorities and goals. The broad strategic direction is anticipated to be significantly impacted by the review of the language legislation. For these reasons, the department anticipates extending *Uqausivut 2.0* to support strategic renewal in 2024-2025 .
- Continue to participate in the reviews of the *Official Languages Act* and the *Inuit Language Protection Act* working with the Department of Justice and language partners.

***Status:** The Minister of Languages submitted proposed amendments as requested by The Standing Committee on Legislation and participated in the September public hearings. The standing committee is anticipated to report during the upcoming winter sitting.*

- Continue to support government efforts to provide more financial, administrative, training, and Inuktitut learning resources to support early learning.

***Status:** The department continued to provide support for early learning initiatives funded through the Inuit Language Implementation Fund and the Canada-Nunavut Agreement on French Language Services and Inuktitut Language.*

- Continue to support government efforts to accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources.

***Status:** The department continued to provide support for early learning initiatives funded through the Inuit Language Implementation Fund and the Canada-Nunavut Agreement on French Language Services and Inuktitut Language.*

- Explore utilizing Inuit Language implementation funding to support the early learning and child-care sector.

***Status:** The department continued to provide support for early learning initiatives funded through the Inuit Language Implementation Fund and the Canada-Nunavut Agreement on French Language Services and Inuktitut Language.*

Priorities (2024-25)

- Monitor the implementation of the Inuktitut Language Training Strategy.
- Continue to support government efforts to provide financial, administrative, training, and Inuktitut learning resources to support early learning.
- Continue to support government efforts to accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources. Including exploring resource sharing and interfacing between the K-12 system and the public service language training.
- Continue to financially support government efforts to prepare a new plan to develop and transform Nunavut's early learning and childcare sector, with an emphasis on Inuit-centred early learning.
- Continue to support government efforts to provide linguistically relevant training for staff working in continuing care facilities.
- Implement recommendations and begin the legislative process stemming from the review of the *Official Languages Act* and the *Inuit Language Protection Act*.
- Review *Uqausivut 2.0* through the lens of the legislation updates.
- Finalize the review and evaluation of *Uqausivut 2.0* and develop updated comprehensive plan to implement Nunavut's language legislation.

Priorities (April to October 2025)

- Monitor the Inuktitut Language Training Strategy.
- Continue to support government efforts to provide financial, administrative, training, and Inuktitut learning resources to support early learning.
- Continue to support government efforts to accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources.
- Continue to support government efforts to prepare a new plan to develop and transform Nunavut’s early learning and childcare sector, with an emphasis on Inuit-centred early learning.
- Introduce an updated comprehensive plan to implement Nunavut’s updated language legislation and begin monitoring its implementation.

Translation Bureau

Translation Bureau is the branch responsible for coordinating and providing translation, and editing services in the official languages to departments and public agencies in accordance with the Translation Policy and guidelines. The Bureau maintains a multilingual translation memory system and collaborates with other organizations on language development and standardization.

Objectives

- Provide translation services in all of Nunavut’s official languages to Government of Nunavut departments corporations, and agencies.
- For Inuinnaqtun translation services, the focus is on public information and revitalization resources.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Translation Bureau		4,179	4,229	4,229	4,229
The Translation Bureau Division provides translation services in all of Nunavut’s official languages to Government of Nunavut departments, corporations and agencies.					
Total, Translation Bureau		4,179	4,229	4,229	4,229

Priorities (2023-24)

- Track and monitor translation requests and identify ways to continue to improve the quality and efficiency of translations.

Status: The department has drafted an updated translation policy and anticipates finalizing it prior to the end of the fiscal.

- Track and monitor internal terminology development, ensuring this information remains available for input from *Inuit Uqausinginnik Taiguusiliuqtiit*.

Status: The Translation Bureau is continuously inputting data into the translation software, which Inuit Uqausinginnik Taiguusiliuqtiit has access to.

Priorities (2024-25)

- Implement the new Translation Policy.
- Track and monitor translation requests and identify ways to continue to improve the quality and efficiency of translations.
- Continue to track and monitor internal terminology development, ensuring this information is available to interested organizations.
- The branch aims to streamline its reporting structure to improve translation services across the territory.

Priorities (April to October 2025)

- Track and monitor translation requests and identify ways to continue to improve the quality and efficiency of translations.
- Continue to track and monitor internal terminology development, ensuring this information remains available.

Heritage

The Heritage Branch is responsible for the conservation, protection, promotion and enhancement of the cultural richness of Nunavut through the development and delivery of archaeology, toponymy, museums, archives policies, programs and services. Heritage also oversees library services, provides grants and contributions to assist community-based heritage initiatives, and supports the growth and development of Nunavut's artistic community.

Objectives

- Preserve and promote Nunavut's unique cultural heritage.
- Develop libraries as key centres of information and learning for Nunavummiut, including the use and retention of Inuktitut.
- Develop and maintain inter-institutional relationships with research communities, governments, commercial entities, Nunavut communities, and Inuit Organizations, in particular with the Inuit Heritage Trust.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Heritage Administration		682	688	688	688
The Heritage Administration Division provides overall direction and planning for the management and delivery of Nunavut’s culture and heritage initiatives. This division includes the Director’s office, the Manager of Heritage Resources as well as geographic information systems capacity.					
Culture and Heritage Initiatives		2,058	2,058	2,058	2,058
The Culture and Heritage Initiatives Division is the Heritage Branch’s grants and contributions programs. These nine programs are: (1) <i>Culture and Heritage Grant Program</i> , (2) <i>Archaeology and Paleontology Research Support Grant Program</i> , (3) <i>Heritage Facilities Contribution Program</i> , (4) <i>Culture and Heritage Contribution Program</i> , (5) <i>Cultural Communications Contribution Program</i> , (6) <i>Toponymy Contribution Program</i> , (7) <i>Heritage Centre Core Funding Contribution Program</i> , (8) <i>Arts Contribution Program</i> , and (9) <i>Public Library Services Contribution Program</i> .					
Archaeology Program		392	395	395	395
The Archaeology Program Division promotes the protection, conservation and appropriate investigation and interpretation of archaeological sites in Nunavut. It achieves these goals by administering archaeological and palaeontological research and permitting in Nunavut, and by assisting various regulatory agencies in controlling land use activities that may threaten archaeological sites.					
Archives Program		312	315	315	315
The Archives Program Division collects and preserves Nunavut’s documentary heritage. Program assets include textual records, sound and audio-visual materials, photographs, documentary art, and electronic documents. This work is done under the authority of the <i>Archives Act</i> , which mandates the acquisition of historic records from private sector sources as well as records created by the Government of Nunavut.					
Heritage Collections		1,159	1,165	1,165	1,165
The Heritage Collections Division is dedicated to the curatorial management, conservation operations and program delivery for Nunavut’s extensive heritage collections. The heritage collections include ethnography, palaeontology, archaeology, natural history and the fine arts. Through exhibits and educational efforts, the division also showcases Inuit culture, traditions and history throughout Nunavut, nationally and internationally.					
Toponymy Program		161	163	163	163
The Toponymy Program Division works with the <i>Inuit Heritage Trust</i> , communities, heritage centres, learning institutions and individuals to collect original Inuktitut names and make them official place names of Canada.					

Nunavut Public Library Services Administration	1,208	1,220	1,220	1,220
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The Nunavut Public Library Services Administration Division provides leadership and support to community libraries in the development and implementation of policies, programs and services aimed at strengthening literacy, information access, and access to Inuktitut language materials. To fulfill this role, the division operates the Iqaluit public library, provides operational funding and related support to the seven existing community libraries, and supports community-led efforts to establish new community libraries. To foster literacy in Inuktitut, the division makes the acquisition and distribution of Inuktitut language materials (both informational and entertainment) a priority.

Total, Heritage	5,972	6,004	6,004	6,004
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Priorities (2023-24)

- Continue to support government efforts to create an online marketplace for Nunavut arts and crafts.
Status: The department continues to support the Department of Economic Development and Transportation with the aim to increase collaboration in 2024-2025.
- Continue to work with our partners to explore options to repatriate our heritage collections.
Status: The department will continue to work with the Inuit Heritage Trust in exploring various options on the best ways to proceed toward the building of a heritage centre. The department is developing a Memorandum of Understanding with the Inuit Heritage Trust outlining the process and the roles and responsibilities in the creation of a Nunavut Heritage Centre.
- Complete the review of the Library Act.
Status: The department anticipates completing a Legislative Proposal this fiscal year.
- Deliver a Collections Management workshop at the Winnipeg Art Gallery.
Status: In partnership with Economic Development and Transportation, the department supported a collections management workshop at the Winnipeg Art Gallery in spring 2023.
- Launch the Government of Nunavut collections database.
Status: The department is at the Request For Proposal stage and expects to launch the database in 2024-2025.

Priorities (2024-25)

- Continue to work with our partners to explore options to repatriate the Government of Nunavut's heritage collections.
- Begin the process of rescinding derogatory official place names.
- Collaborate with Inuit Heritage Trust on the backlog of Inuktitut placenames that it is recommending to make official.

Department of Culture and Heritage

- Explore options for training Inuit in heritage collections management, such as curators and conservators.
- Proceed based on direction from the Library Act Legislative Proposal Process.
- Work to better coordinate support for Visitors Centers and Arts with other arms of the Government of Nunavut.

Priorities (April to October 2025)

- Continue to work with our partners to explore options to repatriate our heritage collections.
- Complete the backlog of recommended place names.
- Finalize official rescission of identified derogatory place names.
- Formalize online and in person access to archival government records.
- Develop a program for training Inuit in the heritage field, such as curators and conservators.

Inuit Tunngavingit

Inuit Tunngavingit is responsible for programs that promote the use and transfer of Inuit Qaujimajatuqangit throughout Nunavut. Program activities include the delivery of training workshops, the provision of grants and contributions, direct support in community-led program design and implementation, and support for the recording of Inuit oral history.

Objectives

- Public transfer of Inuit Qaujimajatuqangit with a focus on knowledge transfer from Elders to youth.
- Public sharing of Inuit Qaujimajatuqangit through community-based workshop and programming.
- Preservation of Inuit Qaujimajatuqangit through the recording of Inuit oral history.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Elders and Youth Administration		639	645	645	645
Elders and Youth Administration Division provides overall direction and planning for the various Elders and Youth programs and services. It also houses the oral history team.					
Elders Support Program		375	378	378	378
The Elders Support Program Division supports community-based Elder initiatives throughout Nunavut.					

Youth Support Program 368 371 371 371
 The Youth Support Program Division supports community-based youth initiatives throughout Nunavut.

Elders and Youth Initiatives 2,225 2,225 2,225 2,225
 The Elders and Youth Initiatives Division is the Branch's grant and contribution funding. It is composed of four programs: (1) *Youth Initiatives Grant Program*, (2) *Elders Initiatives Grant Program*, (3) *Youth and Elders Committees Grant Program*, and (4) *Elders and Youth Facilities Contribution Program*.

Total, Inuit Tunngavingit 3,607 3,619 3,619 3,619

Priorities (2023-24)

- Continue to work closely with the Department of Health to review programming in continuing care facilities.
Status: The department continues to provide an internal advisory role supporting the Department of Health, including assisting in the reviews of programming in continuing care facilities.
- Implement identified options to support government efforts to encourage community-based initiatives to provide Elders and seniors programming.
Status: The department directly supports community-based Elder's initiatives through its grants and contributions programming. The roll out of enhanced programming for 2023-2024 has been a success. The department did a second call for proposals in October 2023.
- Continue to support government efforts to enable Elder's to access more country food.
Status: The department directly supports community-based Elder's Initiatives through its grants and contributions programming. In 2023-24, the department revised its Grants and Contributions Policy that included adding increased emphasis on country food as an allowable expense under the Elders and Youth grants and contributions.
- Deliver the Survival Skills Program.
Status: This program was delivered in Qikiqtarjuaq in winter 2023.
- Deliver the Pattern-Making workshop.
Status: This program was delivered in Kimmirut in fall 2023.
- Continue work to revitalize Elders and youth committees.
Status: The department reached out to every community to let them know about the Grants and Contributions funding for Elders and youth committees.

Priorities (2024-25)

- Explore options to deliver a drum dancing workshop.

Department of Culture and Heritage

- The department will undertake an organizational review of the Inuit Tunngavingit Branch.
- Continue work to revitalize Elder and youth committees and report on the number of active committees.
- Review the branch’s public communications and educational resources to support more transfer of Inuit Qaujimajatuqangit.

Priorities (April to October 2025)

- Deliver an on-the-land program.
- Implement the findings of the organizational review.
- Update/develop the branch’s public communications and educational resources.

Inuit Qaujimajatuqangit in Government

The *Inuit Qaujimajatuqangit in Government* Branch works to better align the government with Inuit Qaujimajatuqangit. This responsibility stretches across the Government of Nunavut. This includes supporting the *Inuit Qaujimajatuqangit Katimajit*, coordinating, and delivering Inuit Qaujimajatuqangit Sessions, and chairing the interdepartmental *Tuttarviit Committee*. The Branch also administers contribution agreements for community-based Inuit Qaujimajatuqangit initiatives.

Objectives

- Ensure the Government of Nunavut is grounded in Inuit Qaujimajatuqangit.
- Expand knowledge and expertise in Inuit Qaujimajatuqangit within the Government of Nunavut.
- Promote Inuit Qaujimajatuqangit knowledge transfer through supporting community programs.
- Leads the implementation of the Iviqtippalliajut Framework to strengthen Inuit Qaujimajatuqangit and Inuit Societal Values in Government of Nunavut workplaces and within policy and legislation.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Inuit Qaujimajatuqangit		622	630	630	630

The Inuit Qaujimajatuqangit Division works to ensure Inuit Qaujimajatuqangit is integrated across the government. This division also provides administrative support to the Inuit Qaujimajatuqangit Katimajit and chairs the interdepartmental Tuttarviit committee.

Inuit Societal Values Initiatives 800 **800** 800 800

The Inuit Societal Values Initiatives Contribution Program supports community-led projects that promote Inuit Societal Values. These projects can include, but are not limited to, counseling using traditional knowledge, teaching traditional practices such as tool or boat making, and activities that foster social connectedness.

Total, Inuit Qaujimagatuqangit **1,422** **1,430** **1,430** **1,430**

Priorities (2023-24)

- Through Inuit Qaujimagatuqangit Katimajit and Tuttarviit, support other departments in ensuring their mental health and well-being programming support culturally relevant and community-led initiatives.
Status: The department continues to work with the Department of Health to deliver Inuit Qaujimagatuqangit training and provides advice to long-term care facilities on their programming to make it more culturally relevant.
- Refine the Iviqtippalliajut framework and begin implementation.
Status: The department completed a review of Iviqtippalliajut and anticipates sharing an updated version before the end of the 2023-2024 fiscal year.
- Continue to support government efforts to encourage and support models of wellness and well-being that are grounded in Inuit identity.
Status: The Inuit Qaujimagatuqangit Katimajit and Tuttarviit continue to provide guidance on Inuit Qaujimagatuqangit to Government of Nunavut departments and agencies.
- Continue to support government efforts to provide culturally relevant training opportunities for staff working in continuing care facilities including designing targeted Inuit Qaujimagatuqangit sessions.
Status: The department is exploring options to develop targeted Inuit Qaujimagatuqangit training for health care professionals. The department continues to work with the Department of Health to deliver Inuit Qaujimagatuqangit training and provide advice to long-term care facilities on their programming to ensure cultural relevance.
- Explore options to create a contact list for each community of Elders who have expertise in the areas of mental and well-being.
Status: This option was explored and deemed unfeasible.
- Lead and coordinate the engagement of the Inuit Qaujimagatuqangit Katimajit and Tuttarviit in the Government of Nunavut’s policy and legislative development process.
Status: The department continues to work with the Department of Executive and Intergovernmental Affairs in the development of an Inuit Societal Values policy that would establish Tuttarviit and/or the Inuit Qaujimagatuqangit Katimajit in policy and legislative development.

Department of Culture and Heritage

- Continue to deliver Inuit Qaujimajatuqangit sessions on how to use and promote Inuit Qaujimajatuqangit across government. Including delivering in person session in Decentralized communities.

Status: The department delivered in person Inuit Qaujimajatuqangit sessions in Cambridge Bay and Iqaluit with the option for Government of Nunavut employees to participate virtually; with virtual participation from staff in Kugluktuk, Cambridge Bay, Arviat and Pangnirtung.

- Plan and host a Tuttarviit retreat.

Status: Tuttarviit held a retreat in Winter 2023 to enhance the policy knowledge of its members.

Priorities (2024-25)

- Initiate the implementation of the revised Iviqtippalliajut.
- Continue to lead and coordinate the engagement of the Inuit Qaujimajatuqangit Katimajiit and Tuttarviit in the Government of Nunavut's policy and legislative development process.
- Continue to deliver Inuit Qaujimajatuqangit sessions on how to use and promote Inuit Qaujimajatuqangit across government.
- Host a Tuttarviit retreat.
- Clarify the branch's role in community grants and contributions programing.
- Explore adapting the health-specific Inuit Qaujimajatuqangit training to support a self-paced online training course for all public servants.

Priorities (April to October 2025)

- Continue to implement the priorities outlined in Iviqtippalliajut.
- Continue to lead and coordinate the engagement of the Inuit Qaujimajatuqangit Katimajiit and Tuttarviit in the Government of Nunavut's policy and legislative development process.
- Continue to deliver Inuit Qaujimajatuqangit sessions on how to use and promote Inuit Qaujimajatuqangit across government.
- Host a Tuttarviit retreat.
- Host an Inuit Qaujimajatuqangit Conference in the Kivalliq region.
- Launch a self-paced online Inuit Qaujimajatuqangit training course for all public servants.

Financial Summary

Branch	2023 - 2024		2024 - 2025		2025 - 2026		2026-2027	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	3,047	30.0	3,083	30.0	3,096	30.0	3,096	30.0
Grants & Contributions	1,426		1,439		1,426		1,426	
Other O&M	476		476		476		476	
Subtotal	4,949		4,998		4,998		4,998	
Official Languages								
Compensation & Benefits	2,534	15.0	2,565	15.0	2,565	15.0	2,565	15.0
Grants & Contributions	1,943		1,950		1,950		1,950	
Other O&M	3,217		3,210		3,210		3,210	
Subtotal	7,694		7,725		7,725		7,725	
Translation Bureau								
Compensation & Benefits	3,516	33.0	3,566	33.0	3,566	33.0	3,566	33.0
Grants & Contributions	-		-		-		-	
Other O&M	663		663		663		663	
Subtotal	4,179		4,229		4,229		4,229	
Heritage								
Compensation & Benefits	2,672	20.8	2,704	20.8	2,704	20.8	2,704	20.8
Grants & Contributions	2,058		2,058		2,058		2,058	
Other O&M	1,242		1,242		1,242		1,242	
Subtotal	5,972		6,004		6,004		6,004	
Elders and Youth								
Compensation & Benefits	1,153	8.0	1,165	8.0	1,165	8.0	1,165	8.0
Grants & Contributions	2,225		2,225		2,225		2,225	
Other O&M	229		229		229		229	
Subtotal	3,607		3,619		3,619		3,619	
Inuit Qaujimagatuqangit								
Compensation & Benefits	379	4.0	387	4.0	387	4.0	387	4.0
Grants & Contributions	800		800		800		800	
Other O&M	243		243		243		243	
Subtotal	1,422		1,430		1,430		1,430	
Total	27,823	110.8	28,005	110.8	28,005	110.8	28,005	110.8

Inuit Employment Plan

Departmental Inuit Employment Targets				
Culture and Heritage	As at Sept. 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	108.8		110.8	
Total Filled Positions	65	60%	80	72%
Total Vacancies	43.8	40%	30.8	28%
Total Inuit	51	78%	64	80%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	100%	2	100%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	6	75%	8	100%
Total Vacant Senior-Management Positions	2	25%	0	0%
Total Inuit in Senior-Management Positions	5	83%	7	88%
Total Middle-Management Positions	19		19	
Total Filled Middle-Management Positions	12	63%	16	84%
Total Vacant Middle-Management Positions	7	37%	3	16%
Total Inuit in Middle-Management Positions	6	50%	9	56%
Total Professional Positions	50		51	
Total Filled Professional Positions	25	50%	29	57%
Total Vacant Professional Positions	25	50%	22	43%
Total Inuit in Professional Positions	21	84%	24	83%
Total Paraprofessional Positions	11		12	
Total Filled Paraprofessional Positions	8	73%	10	83%
Total Vacant Paraprofessional Positions	3	27%	2	17%
Total Inuit in Paraprofessional Positions	6	75%	8	80%
Total Administrative Positions	18.8		18.8	
Total Filled Administrative Positions	12	64%	15	80%
Total Vacant Administrative Positions	6.8	36%	3.8	20%
Total Inuit in Administrative Positions	11	92%	14	93%

Capacity

As of September 30, 2023, the Department of Culture and Heritage was operating at 60% capacity with 43.8 vacancies. There were 51 positions held by Inuit employees. The department is actively maximizing Inuit Employment in support of the government achieving a representative level of Inuit employment as required by the Nunavut Agreement.

As of September 30, 2023, the department employed 11 casuals, 7 of whom are Inuit and 15 relief employees, 8 of whom are Inuit.

Inuit Employment Plans

The Department of Culture and Heritage is targeting to have 64 Inuit in indeterminate and term positions by March 31, 2025, which represents a net increase of 13 from September 30, 2023.

The department aims to achieve the above Inuit employment goals by completing the following priorities:

Priorities 2023-2024

- Promote to high school and post-secondary students career opportunities in specialized programs such as interpretation/translation, heritage, policy and program research professions, or language revitalization field through collaboration with educational institutions.
Status: The department participated in the Pilimmaksaivik Career Fair in November of 2023.
- Limit to fixed terms, job offers made to non-Inuit for positions in Senior Management and the Executive categories.
Status: The department continues to explore options to limit fixed terms job offers to non-Inuit.
- Prioritize restricted-to-Inuit competitions to fill identified positions across all employment categories.
Status: The department continues to prioritize restricted-to-Inuit job competitions.
- Ensure successful Interpreter Translator students doing their practicum with the department are supported to transition into full-time roles.
Status: In April 2023, the department hosted three practicum students from the Nunavut Arctic College studying General Office Administration program. The department also hosted three Inuit under the Government of Nunavut Summer Student program.
- Actively promote professional development and training opportunities available to support Inuit staff in their career development.
Status: The department continues to invest in its Inuit employees by supporting them to take training and development courses. The department organized a workshop and information session for Igloolik staff on the Human Resources Manual and about changes in the Collective Agreement in October of 2023.
- Publish current vacancies, Job Descriptions, and related information to allow Inuit to self-identify for casual roles.
Status: The department is working toward publishing current vacancies, job descriptions and related information on its new webpage.
- Review job descriptions to remove artificially inflated education requirements, and experience requirements not based on essential consideration of proficiency and skill.

Status: The department continues to review and update job descriptions to remove artificially inflated positions.

- Explore internship opportunities for various positions within the department.
Status: The department is providing support to the Inuit Uqausinginnik Taiguusiliuqtiit agency with a mentor for the internally funded intern for the Executive Director of IUT.

Priorities 2024-2025

- Create identified internship opportunities.
- Continue to actively promote professional development and training opportunities available to support Inuit staff in their career development. Introduce a tracking system for Inuit employee training.
- Continue to limit to fixed terms, all job offers to non-Inuit in Senior Management and Executive categories.
- Continue to prioritize restricted-to-Inuit competitions for identified positions across employment categories.

Priorities 2025-2025

- Continue create identified internship opportunities.
- Continue to actively promote professional development and training opportunities available to support Inuit staff in their career development. Introduce a tracking system for Inuit employee training.
- Continue to limit to fixed terms, all job offers to non-Inuit in Senior Management and Executive categories.
- Continue to prioritize restricted-to-Inuit competitions for identified positions across employment categories.

Department of Education

Business Plan

2024-2026

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INTRODUCTION

The Department of Education, under the Minister of Education, is responsible for programs and services that support the following: early childhood education, the K-12 school system, and adult learning. In order to successfully deliver these programs and meet the needs of Nunavummiut, the department has developed partnerships within Nunavut and throughout Canada. These partnerships involve Elders, schools, communities, Nunavut Arctic College, District Education Authorities including the Commission scolaire francophone du Nunavut, the Coalition of Nunavut District Education Authorities, other Government of Nunavut departments, the federal government, businesses, Inuit organizations, and public and non-profit boards and agencies.

Life-long learning is also supported and encouraged through curriculum and resource development, early childhood programming, administration and governance of adult learning, and by incorporating Inuit societal values, as well as language and culture, into all programs and services.

CORE BUSINESS

The following descriptions are overviews of departmental activity that include nine lines of business:

	Budget (\$000)			
	2023-24	2024-25	2025-26	2026-27
Directorate	7,601	7,576	7,576	7,576
Policy and Planning	2,730	2,873	2,873	2,873
Corporate Services	6,548	6,255	6,255	6,255
Early Learning and Child Care	5,705	6,130	6,130	6,130
Advanced Education	14,329	14,746	14,746	14,746
K-12 School Operations	204,359	209,586	209,586	209,586
Curriculum, Resources, and Éducation en français	8,868	8,712	8,712	8,712
Student Achievement	11,338	11,565	11,565	11,565
Educator Development	12,069	12,262	12,262	12,262
TOTAL	273,547	279,705	279,705	279,705

Katujjiluta Priorities

Education's responsibilities include leading the following mandate commitments of the 6th Legislative Assembly:

- Invest in high quality, affordable, flexible, and inclusive early learning and child care programs and services with federal funding partners
- Prepare a new plan to develop and transform Nunavut's early learning and child care sector, with an emphasis on Inuit-centered early learning
- Provide more financial, administrative, training, and Inuktut learning resources to support early learning
- Begin a phased rollout of full-day kindergarten programs
- Accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources
- Incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction
- Enhance and support school meal programs with community-based partners
- Improve the efficiency and effectiveness of FANS and other direct financial aid for post-secondary learners
- Enhance indirect supports for post-secondary learners
- Prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy

Education's responsibilities include supporting the following mandate commitments of the 6th Legislative Assembly:

- Investigate and implement trauma-informed practices in healthcare and education
- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment
- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination
- Reinvigorate health and mental health promotions programs
- Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year

Directorate

Directorate includes the Deputy Minister; Assistant Deputy Minister, Support Services; Assistant Deputy Minister, Education Programs; and the Communications and Partner Relations functions. The Deputy Minister and Assistant Deputy Ministers provide advice to the Minister of Education and Cabinet on matters relating to the department's mandate. They also ensure implementation of ministerial direction and government policy. The department's communications efforts, as well as its efforts to work collaboratively and support the needs of its key partner organizations, are also part of this line of business.

Objectives

- To provide strategic direction for the department and lead departmental planning and evaluation efforts and initiatives.
- To ensure that government direction is conveyed to the department and that operations reflect the government mandate.
- To ensure transparency and accountability through financial and administrative management, as well as open and regular communications to employees and partner organizations.
- To ensure ongoing implementation and integration of Inuit societal values into the operations of the department and its relationships with partner organizations.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Directorate		1,249	1,299	1,299	1,299
Directorate is responsible for the overall operation of the department and recommends goals, objectives and standards to the Minister. Directorate is ultimately responsible for the provision of strategic direction for the department, as well as ensuring that the government mandate and Ministerial direction are implemented faithfully.					
Stakeholder Engagement		2,332	2,257	2,257	2,257
Stakeholder Engagement is responsible for the Communications and Partner Relations sections. The Communications section provides communications advice and support across the department and promotes an integrated and strategic approach to internal and external communication. The Partner Relations section maintains interdepartmental, intergovernmental, academic, Inuit organization, and business relationships; provides administrative support to the Elders Advisory Committee, the Coalition of Nunavut District Education Authorities, and the Commission scolaire francophone du Nunavut; provides support for community engagement; and provides professional administrator development.					
Coalition of Nunavut DEAs		4,020	4,020	4,020	4,020
Provides contribution funding to the Coalition of Nunavut District Education Authorities.					
Total, Directorate		7,601	7,576	7,576	7,576

Priorities (2023-2024)

- Continue work with community-based partners to enhance and standardize school meal programs.
Status: The Department of Education has expanded its interdepartmental working group and is leading an interagency school food program working group consisting of members from the Departments of Education, Health, and Family Services, as well as Nunavut Tunngavik Incorporated. The aim of the work of the group is to determine the next steps for improving and standardizing school food programs across the territory.

Department of Education

- Continue to implement the Family Engagement Initiative
Status: The Department of Education is developing a more formalized principal reporting mechanism where school level engagement with parents and families can be tracked and measured. Once implemented, the department will share, with schools and District Education Authorities, best practices gathered from the principal reports to support increased family engagement initiatives across the territory.
- Review and evaluate the effectiveness of the communications campaign to promote teaching and other education occupations for Inuit, and to support Inuktitut.
Status: The department has evaluated the effectiveness of the communications campaign, and will continue efforts to increase Inuit employment. The department's overall Inuit employment has increased since last year (1% increase and a total increase of 21 positions between June 2022 and June 2023).
- Finalize and implement the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.
Status: The department has initiated a review of educator compensation and benefits, including a jurisdictional scan to identify best practices, and compare what is offered to educators in Nunavut to what is offered in other regions and countries. The department anticipates that the strategy will be complete in 2024-25.
- Continue to implement the stakeholder communication strategy with a focus on informing and engaging with key education stakeholders.
Status: Formal and informal engagement with stakeholders is continuing, including the work of several interagency working groups and new or continued regularly scheduled meetings with organizations such as Nunavut Tunngavik Inc., the Coalition of Nunavut DEAs, and the Office of the Representative for Children and Youth.
- Continue to implement the recommendations of the department-wide communications review.
Status: The department hired its first Director of Stakeholder Engagement in 2023-2024. The department is continuing to implement recommendations from the review, including establishing more formal communications procedures, and weekly communications team meetings within the department.
- Continue work to accelerate the 20-year Language of Instruction Implementation Plan by focusing on accelerating the work of resource development.
Status: The department completed a gap analysis and developed an education program enhancement template to align partners' collaboration in the development of resources and learning materials. This will help accelerate the work by making it easier for partners to develop resources and materials that align with curricular outcomes and can be more readily implemented.

Priorities (2024-2025)

- Monitor and evaluate the stakeholder communication strategy.

- Review the 20-year Language of Instruction Implementation Plan to identify new opportunities for accelerating the plan.
- Work with community-based partners to deliver enhanced and standardized school meal programs.
- Finalize and initiate the implementation of the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.
- Monitor and evaluate the success of the pilot project for full-day kindergarten in selected schools across the territory and develop a phased plan for full-day kindergarten in all communities.
- Continue implementation of the full-day kindergarten in selected schools.

Priorities (April to October 2025)

- Monitor and evaluate the success of the Retention and Recruitment Strategy for Educators.
- Work with community-based partners to begin delivery of enhanced and standardized school meal programs.
- Continue work to identify ways to accelerate the 20-year Language of Instruction Implementation Plan.
- Continue implementation of the full-day kindergarten in selected schools across the territory until it is offered in all communities.

Policy and Planning

Policy and Planning is responsible for coordinating policy and legislation development as well as meeting departmental obligations under the *Access to Information and Protection of Privacy Act* (ATIPPA) and overseeing actions to assess and respond to access to information requests. The division coordinates the preparation of information for the Minister and Deputy Minister to represent the department within the government, the territory, nationally and internationally. This division also leads the department's strategic and business planning including: the development and management of an accountability framework; the oversight of a comprehensive framework for evaluating programs; setting and monitoring performance measurements and targets; and managing an integrated risk management strategy.

Objectives

- To support and facilitate the collection, analysis, and reporting of general education and department-specific statistics and key performance indicators.

Department of Education

- To ensure that department policies and procedures are developed, consulted upon, approved and maintained so that they meet the needs of learners, the department and partner organizations.
- To ensure that legislation is properly interpreted and appropriately implemented, and that those acts and regulations under the responsibility of the department are maintained and updated to reflect the needs of Nunavummiut.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Policy Development		1,175	1,259	1,259	1,259
This unit leads the department's efforts to research, develop and consult with partners, obtain approval, and coordinate the implementation of various authoritative documents ranging from policies and directives to manuals and guidelines.					
Legislation		283	317	317	317
This unit maintains departmental expertise on the various acts and regulations that are the department's responsibility and provides advice to department staff and partners on that legislation including: the <i>Education Act</i> , <i>Child Day Care Act</i> , <i>Universities and Degree Granting Institutions Act</i> , and <i>Nunavut Arctic College Act</i> . This unit also leads effective research into legislation development, and reviews and updates legislation to meet the needs of Nunavummiut.					
Planning, Reporting and Evaluation		613	646	646	646
This unit provides leadership related to the department's strategic planning and reporting processes, including business planning, and annual planning. It also leads efforts to ensure that internal reporting on program effectiveness is in place, and that the department is maintaining its obligations to report on its progress to the legislature. It also takes a leadership role in setting the department's strategic Inuit Employment Plan.					
Sivummuakpaallirutiksat		420	420	420	420
The Inuit Employee Education Leave Program provides Inuit employees with an opportunity to develop professionally and advance in their careers to develop a workforce that is representative of the population it serves. The program assists the department to achieve its Inuit employment goals, by granting leave to Inuit employees working in schools to pursue full-time post-secondary studies for a predetermined time at a recognized university, college, vocational, professional or technical institute approved by the department.					
Iviqtippalliajut Implementation					
Advisor		239	231	231	231
This position is responsible for coordinating the Education-specific elements of the implementation of Iviqtippalliajut, the GN's framework for Inuit Qaujimagajatuqangit (IQ) and Inuit Societal Values (ISV).					
Total, Policy and Planning		2,730	2,873	2,873	2,873

Priorities (2023-2024)

- Continue to support the implementation of the Canada-Nunavut Canada-Wide Early Learning and Child Care Agreement.
Status: Support is ongoing to the Early Learning and Child Care division on the implementation of the Canada-Nunavut Canada-Wide Early Learning and Child Agreement, with some expected outcomes being delivered sooner than originally scheduled, including implementation of \$10/day parental fees for licensed child care centres.
- Continue to support the implementation of program, reporting, and regulatory changes coming out of the 2020 *Education Act*, including enhanced reporting.
Status: The department continues work to implement changes set out in the 2020 Education Act including incorporation of increased reporting within the Department of Education Annual Report. The department has also created an interagency working group consisting of Government of Nunavut departments, Inuit organizations and the Coalition of Nunavut District Education Authorities to support amendments to the Language of Instruction Regulations.
- Support the implementation of a Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.
Status: Policy and Planning is supporting the continued development of the strategy, as well as various recruitment efforts being implemented on an ongoing basis. The department anticipates that the strategy will be complete in 2024-25.
- Support the current review of the FANS program with a focus on legislative amendments to improve the program.
Status: A comprehensive review of the Financial Assistance for Nunavut Students program is complete. Work to identify legislative changes required to implement program recommendations is underway. Much of the legislative review is expected to be complete in 2024-25. The Policy and Planning division continues to support the review, including engagement with stakeholders such as Nunavut Tunngavik Incorporated.
- Develop a consultation plan for amendments to the *Child Day Care Act*.
Status: A consultation plan for amendments to the Child Day Care Act is complete. The Policy and Planning division will continue to support consultations on the Act throughout the winter and spring of 2024.

Priorities (2024-2025)

- Complete consultations on the *Child Day Care Act* and explore options on possible amendments to the Act.
- Support the review of the *Universities and Degree-Granting Institutions Act*.
- Continue to support the FANS program review, including potential legislative amendments.
- Continue to support the implementation of program, reporting, and regulatory changes coming out of the 2020 *Education Act*, including enhanced reporting.

Department of Education

- Support the 20-year Language of Instruction Implementation Plan and identification of new opportunities for and cost of accelerating the plan.

Priorities (April to October 2025)

- Finalize options on potential amendments to the *Child Day Care Act*.
- Support the review of the *Universities and Degree-Granting Institutions Act*, including the development of a consultation and engagement plan.
- Continue to support the implementation of program, reporting, and regulatory changes coming out of the *2020 Education Act*, including enhanced reporting.
- Support the 20-year Language of Instruction Implementation Plan and identification of new opportunities for accelerating the plan.

Corporate Services

Corporate Services provides strategic financial management to the department and oversees development, design, and planning of capital infrastructure projects, as well as facility and vehicle management. The division provides a full range of administrative support services to the department in the areas of strategic human resources including orientation, staffing, corporate training, and programming. Corporate Services also provides health and safety support services and information technology/information system supports in the areas of system planning, database management, and system analysis.

Objectives

- To ensure department budgets are managed in the most effective manner possible and that expenditure controls are in place to ensure resources are used wisely and appropriately.
- To provide support to regional offices, schools and District Education Authorities in relation to financial, human resource, capital, health and safety, and information technology matters.
- To provide guidance and assistance to child care facilities, schools, and department offices on matters pertaining to health and safety.
- To ensure that department facilities including schools and offices are provided with the capital and information technology infrastructure required to support high-quality educational programming.
- Increase Inuit employment throughout the department through all available mechanisms, including succession planning, direct appointments, training, and competitions.

Programs	Budget (\$000)	2023-234	2024-25	2025-26	2026-27
Director’s Office		1,780	1,007	1,007	1,007

The budget provides for the infrastructure to oversee the Corporate Services division.

Financial Management	1,191	1,128	1,128	1,128
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This unit is responsible for managing the overall department budget and expenditure controls; providing financial planning and administration for the department; safeguarding assets; preparing and issuing financial reports, and providing advice.

Human Resource Management	434	412	412	412
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This unit provides expertise to the department’s senior management team with respect to GN hiring practices, employee relations, casual and substitute staffing, and leave and attendance.

Information Systems	2,309	2,886	2,886	2,886
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This unit provides expertise and departmental direction on matters pertaining to information and communication technology ranging from supporting distance learning, database, and system development and maintenance, network design and support, and software and hardware project management.

Health and Safety	557	554	554	554
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This unit provides expertise and guidance in relation to the development of health and safety policy and procedures to support schools, child care facilities and department offices. It provides technical expertise, guidance and advice to ensure that the department is compliant with legislative requirements, policies and standards, and identifies opportunities for improvement on health, safety, and emergency preparedness training, programming, and implementation.

Capital Planning	277	268	268	268
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This unit provides capital planning expertise and support for the development of new facilities, additions, and renovations to existing facilities. Working in partnership with Community and Government Services, this unit assists in responding to the needs of schools and District Education Authorities to ensure that needs are met in as timely a manner as possible.

Total, Corporate Services	6,548	6,255	6,255	6,255
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Priorities (2023-2024)

- Continue to develop and implement components of the new health and safety program.
Status: The Department of Education has developed and implemented a new standard health and safety incident reporting process to ensure that that prompt actions can be taken to correct issues and prevent similar incidents in the future.
- Replace remaining analog bell and overhead paging systems in schools to enhance the safety of staff, students, and visitors in Nunavut schools.
Status: All Nunavut schools have paging systems installed, but replacements or upgrades are necessary in some schools. The department recognizes the importance of maintaining and updating analog bell and overhead paging systems in our schools. Aging paging systems in 5 schools in Cambridge Bay, Kugluktuk and Clyde River, have recently been replaced.
- Implement new capital standards on all new construction builds across the territory.

Status: The department, in collaboration with the Department of Community and Government Services, created and has implemented new School Planning and Design Guidelines to ensure all new construction and major renovation addresses Nunavut's school needs and preferences of Nunavummiut.

- Begin the pilot project for full-day kindergarten in select schools across the territory.
Status: At the beginning of the 2023-24 school year, 5 schools located in Apex, Kimmirut, Whale Cove, Chesterfield Inlet, and Kugluktuk began to offer full-day kindergarten through the department's new pilot project. These schools were supported with revised curriculum material, in-person training and virtual monthly meetings with teachers.
- Fully implement the revised Student Educator Ratio Staff Funding Formula by establishing the Nunavut Teachers Association positions.
Status: In the 2023-24 school year, the department implemented the revised Student Educator Ratio Staff Funding Formula by adding 27.5 net new educator (Nunavut Teachers Association) positions to schools across the territory.
- Complete the procedures and instructions for the maintenance and upkeep of internet ready devices in Nunavut schools.
Status: To ensure that students have the best learning resources available, the department has completed and implemented an evergreening initiative to replace internet capable devices in schools within 3 to 5 years.

Priorities (2024-2025)

- Continue to upgrade overhead paging systems from analog to digital in schools.
- Complete the upgrade of all analog close circuit television systems into high-definition options.
- Continue to expand the full-day kindergarten to schools across the territory.
- Complete the research for and procure the new Financial Assistance for Nunavut Students database based on the results of the Financial Assistance for Nunavut Students review.
- Continue to implement new School Planning & Design Guidelines on all new construction builds across the territory.

Priorities (April to October 2025)

- Implement the phased plan to roll out full-day kindergarten
- Work with the Department of Community and Government Services to monitor and evaluate the implementation of School Planning & Design Guidelines for schools across the territory.
- Support the implementation of a new data base for Financial Assistance for Nunavut Student Programs.

Early Learning and Child Care

Early Learning and Child Care is responsible for promoting early childhood development and early learning for children 0 to 6 years of age. The division promotes quality care and education for children by licensing, inspecting, and providing guidance and support to all licensed child care centres, including family day homes and after-school programs, to ensure compliance with the *Child Day Care Act* and *Regulations*. The division also promotes early childhood development by providing support for children with diverse needs between 0-6 years of age, developing linguistically and culturally relevant resources and providing training opportunities for licensed child care program educators, staff. The division is responsible for governance, policy, and planning of early learning and child care initiatives under the *Child Day Care Act* and *Regulations*.

Objectives

- To provide strategic guidance and advice relating to increasing the affordability and accessibility of child care in Nunavut.
- To support early childhood programs and services for children from birth to age six and for licensed out-of-school programs for children under the age 12.
- To provide support to programs and services developed for children with diverse needs.
- To promote quality care and education for children by licensing, inspecting, and providing guidance and support to all licensed child care centres under the *Child Day Care Act*.
- To provide support to all early childhood programs by offering workshops and training opportunities for early childhood educators, and staff.
- To provide support to early childhood programs and parents by developing linguistically and culturally appropriate resources.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Director's Office		328	693	693	693
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The budget provides for the staffing infrastructure to oversee the Early Learning and Child Care division.

Early Childhood Resources		355	372	372	372
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This unit is responsible for researching, developing, and recommending resources and assessments for use within an Inuit and northern context in early learning centres. This unit manages funding to support the research and development of those resources to support high-quality learning within child care centres, as well as administrative funding to support early childhood resource development, with a focus on culturally based resources in Inuktitut for licensed early childhood programs and services. This includes compensation and benefits, and operations and maintenance funding for staff in this branch.

Early Childhood Development and Administration		794	837	837	837
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This unit is responsible for the licensure and inspection of child care centres within the territory, as well as the administration of programs and services to promote and increase access to and

affordability of child care. This is where the administrative funding is located to support early childhood program oversight and training. This includes compensation and benefits, and operations and maintenance funding, for staff in Iqaluit and in the department’s regional offices.

Healthy Children Initiative 908 **908** 908 908

The Healthy Children Initiative provides funding for communities to develop or enhance programs and services for prenatal children to age six, and their families. The Healthy Children Initiative provides funding through two streams. The first is Community Initiatives, which provides funding for the enhancement or development of early childhood programs and services. The second program is Supportive Services, which provides funding on an individual basis for children requiring intensive support or specific assistance.

Licensed Child Care Grants and Contributions 2,150 **2,150** 2,150 2,150

Early childhood centres are licensed by the Department of Education under the *Child Day Care Act*. The department issues start-up grants; provides ongoing program contributions; inspects centres annually; and provides licensing and operating support.

Young Parents Stay Learning 170 **170** 170 170

As a stay-in-school initiative, the Young Parents Stay Learning program provides funding to assist with the parental costs of licensed child care or approved unlicensed child care in order to encourage all young parents to complete their high school studies, and for young parents under the age of 18 to attend post-secondary institutions.

Early Childhood Education Inuit Language and Culture Funding 1,000 **1,000** 1,000 1,000

The department provides funding to District Education Authorities and the Commission scolaire francophone du Nunavut for administration, resources, and delivery of community-based early childhood educational programming that focuses on supporting culture and language.

Total, Early Learning and Child Care **5,705** **6,130** **6,130** **6,130**

Priorities (2023-2024)

- Provide early learning and child care professional development and training for child care centre staff and boards to support the increase of qualified child care workers.
Status: In 2023-24, training opportunities for licensed child care centre staff included: board workshop training, administration/manager training, program planning, room arrangement, and First Aid and Cardiopulmonary resuscitation. A variety of delivery methods were used to support professional development in all regions of Nunavut, such as: in-person at licensed child care centres, via video conference, and by bringing together staff from a variety of centres.
- Develop an action plan based on the ELCC Quality Framework, grounded in Inuit culture and language to inform and guide future policy and program deliveries.

Status: *The department engaged with a variety of early learning and child care partners and stakeholders to inform the development of the action plan, which is anticipated to be finalized in spring 2024.*

- Further increase the number of licensed child care spaces in Nunavut, including licensing home day cares, and investigating the use of community venues.
Status: *As of December 2023, 120 new child care spaces were licensed in Nunavut in 2023-2024.*
- Finalize the Strategic Action Plan for Inclusion and Equity that provides guidance and direction on inclusion to all ELCC partners and stakeholders in Nunavut.
Status: *The Strategic Action Plan for Inclusion and Equity was finalized in summer 2023 and implementation is now underway.*
- Develop a plan for introducing the wage grid and wage subsidies for Nunavut's ELCC workers, including a communication plan for implementation.
Status: *The Wage Scale has been successfully implemented with wage subsidies becoming available to licensed child care workers serving children ages 0-6 as of October 1, 2023.*
- Develop a Monitoring, Evaluation, and Learning database to meet federal reporting requirements of the 2021-26 Canada-Wide Early Learning and Child Care Agreement.
Status: *A Monitoring, Evaluation, Accountability, and Learning Framework has been developed and is supported by the Early Learning and Child Care Database. The database went live in March 2023 and is being used to collect information on licensed child care centres, staffing, attendance, and more. Database capacity will be expanded in 2023-2024 to support full implementation of the Framework.*
- Support child care societies, centres, and other partners and stakeholders to participate in consultations related to proposed amendments to the *Child Day Care Act* and regulations.
Status: *Partners and stakeholders participated in pre-consultations in the spring of 2023 and public consultations began in winter 2024.*
- Increase capacity to support licensed childcare centres, and the creation of additional centres, by staffing additional Early Learning and Child Care division positions funded through the Canada-Wide ELCC Agreement.
Status: *In 2023-24, two positions were filled and seven others are at various stages of the hiring process.*
- Continue to pilot language nest programs in Nunavut communities to provide early childhood education language and culture programming to parents with preschool children at home.
Status: *The department is piloting the language nest program in Baker Lake from January 2024 to March 2024.*

Priorities (2024-2025)

- Provide early learning and child care professional development and training for child care centre staff and boards to support the increase of qualified child care workers.

Department of Education

- Continue the implementation and begin the monitoring of the Early Learning and Child Care Quality Framework Action Plan, grounded in Inuit culture and language to inform and guide future policy and program deliveries.
- Continue the implementation of the Strategic Action Plan for Inclusion and Equity that provides guidance and direction on inclusion to all Early Learning and Child Care partners and stakeholders in Nunavut.
- Further increase the number of licensed child care spaces in Nunavut, including licensing family day homes, and promoting the availability of Early Learning and Child Care infrastructure funding to create new spaces.
- Continue to maintain the Monitoring, Evaluation, and Learning Framework, supported by the Early Learning and Child Care database to meet federal reporting requirements.
- Support continued review of the *Child Day Care Act*, including preparation of potential amendments.
- Finalize the resources and materials to support potential implementation of a language nest program in other communities.
- Continue to increase capacity to support licensed child care centres, and the creation of new licensed child care spaces, by staffing additional Early Learning and Child Care division positions funded through the Canada-wide Early Learning and Child Care Agreement.

Priorities (April to October 2025)

- Provide early learning and child care professional development and training for child care centre staff and boards to support the increase of qualified child care workers.
- Continue the implementation and begin monitoring of the Early Learning and Child Care Quality Framework Action Plan, grounded in Inuit culture and language to inform and guide future policy and program deliveries.
- Further increase the number of licensed child care spaces in Nunavut, including licensing home day cares, and promoting the availability of Early Learning and Child Care infrastructure funding to create new spaces.
- Continue the phased implementation and monitoring of a Strategic Action Plan for Inclusion and Equity that provides guidance and direction on inclusion to all Early Learning and Child Care stakeholders in Nunavut.
- Negotiate the next early learning and child care funding agreement with the federal government.
- Support finalization of options for potential amendments to the *Child Day Care Act*.

Advanced Education

Advanced Education is responsible for guiding the development of governance, policy, and strategic planning for adult learning in Nunavut, including work to increase the availability of quality post-secondary educational opportunities within the territory and ensuring that existing programs and services are of high quality for the benefit of students and government. It works to guide the implementation of the Nunavut Adult Learning Strategy as well as the *Education Act* as it relates to adult education. This division is also responsible for adult programs that support equality of opportunity and encourage adult literacy, numeracy, and essential employability skills. The Financial Assistance for Nunavut Students (FANS) program is also administered under the Advanced Education Division. The program provides financial support to Nunavut students to attend post-secondary education programs.

Objectives

- To guide the development of governance, policy, and strategic planning for adult learning.
- To work to increase the availability and quality of educational opportunities for adult learners.
- To provide for and support adult programs that encourage literacy, numeracy and employability skills.
- To establish and monitor quality assurance standards of post-secondary programs offered and delivered in the territory.
- To ensure that financial need is not a barrier to post-secondary education by providing financial supports to students enrolled in post-secondary education programs.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Director's Office		416	840	840	840
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The budget provides for the staffing infrastructure to oversee the Advanced Education division.

Adult Program Monitoring and Evaluation

		312	302	302	302
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This unit is responsible for reviewing adult programs offered by institutions, third-party service providers, and government in order to determine their impacts and to ensure that they are of high quality and of benefit to the territory.

Adult Literacy and Basic Education		393	395	395	395
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This program provides funding to organizations capable of demonstrating the capacity to positively impact Nunavut communities and adult learners through the provision of training or the development of resources that will increase adult literacy in all official languages, as well as numeracy and employability.

General Education Development	0	2	2	2
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The General Educational Development (GED®) test is an option available to adult learners seeking to upgrade their education levels for employability purposes. This is a recognized certification to support adults to continue their education at and beyond the high school level.

Adult Programs (Pathway to Adult Secondary School)	247	255	255	255
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Pathway to Adult Secondary School is the Nunavut Mature High School Graduation Diploma, which allows those who did not complete high school to obtain their high school diploma. Tailored to individual adult learner needs and incorporating recognition for prior learning, this program allows adults to receive the Nunavut Secondary School Diploma, which is accepted across Canada.

Pre-Employment Training	2,687	2,694	2,694	2,694
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This provides funding to support the development and delivery of educator training programs that are linked with the department’s Inuit Employment Plan, Article 23 of the *Nunavut Land Claims Agreement*, and bilingual education requirements.

This includes funding to support the enhancement of the Nunavut Teacher Education Program, as well as new programs under development for other school-based occupations such as the Student Support Assistant Certificate.

Financial Assistance for Nunavut Students	10,274	10,258	10,258	10,258
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This program provides direct support for post-secondary students through the offering of grants, loans and scholarships for Nunavut students attending post-secondary education institutions. FANS support helps students pay for tuition, books, travel, and living expenses.

The budget also provides the resources required for staff and operating costs to support the delivery of the Financial Assistance for Nunavut Students program. Financial Assistance for Nunavut Students also offers a grant for students with disabilities.

Total, Advanced Education	14,329	14,746	14,746	14,746
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Priorities (2023-2024)

- Conduct a legislative review of Student Financial Assistance legislation to align with the results of the FANS program review.
Status: The department has completed the program review and has begun the legislative review of the Student Financial Assistance legislation.
- Support interdepartmental work to identify Nunavut’s labour market needs and existing education and training programs and develop a strategy to meet those needs.
Status: The department is chairing an Education and Labour Force Development Committee to bring departments together to align training efforts that support Nunavut’s labour market needs.
- Provide user-level input for the procurement and implementation of the FANS database.

Status: Information on the requirements of a new computer system to support the revised Financial Assistance for Nunavut Students program have been identified and will support the next steps in securing an effective and user-friendly system that meets the needs of students and staff.

Priorities (2024-2025)

- Continue with the legislative review process of *Student Financial Assistance Act*.
- Develop mechanics for new Financial Assistance for Nunavut Students program, including the operational manual and public face of the program,
- Begin the review of the *Universities and Degree-Granting Institutions Act*.
- Support Corporate Services with research for and procurement of the new Financial Assistance for Nunavut Students computer system based on the results of the Financial Assistance for Nunavut Students review.

Priorities (April to October 2025)

- Finalize options on potential amendments to the *Student Financial Assistance Act*.
- Continue work on revising FANS program, including a new computer system.
- Continue the review of the *Universities and Degree-Granting Institutions Act*.

Kindergarten to Grade 12 School Operations

K-12 School Operations are the regional offices of the Department of Education responsible for supervising and supporting the delivery of Nunavut's Education Program in schools across the territory. Regional School Operations/Commission scolaire francophone du Nunavut offices located in Kugluktuk, Baker Lake, Pond Inlet and Iqaluit are responsible for the day-to-day operation of schools, supervision of school staff, operational liaison with District Education Authorities, and overseeing the delivery of the Education Program and educational services for Kindergarten to Grade 12. These offices provide direct support to schools through supervision and support to principals, teachers and other school staff to ensure that high-quality instructional, assessment and student support practices are occurring as required by the Minister. These offices are also responsible for hiring, relocating, supervising and performance management of school employees.

Objectives

- To support, monitor, and advise on effective school leadership practices and standards within Nunavut schools, with a focus on instruction, assessment, and student support.
- To provide direct support to schools through supervision of school staff.

Department of Education

- To support and ensure high-quality instructional, assessment and student support practices are occurring within Nunavut schools.
- To identify and communicate the needs of schools to the department so that supports, training and resources can be provided.
- To support the development of safe schools and communities that foster learning as well as physical and emotional well-being.
- To support the development of strong relationships between schools and communities and to support District Education Authorities in implementing the Education Program including the implementation of newly developed curriculum for Kindergarten to Grade 12 as directed by the Minister.
- To support schools in hiring, retaining, relocating and other human resource supports.
- To support the department’s Inuit employment efforts, particularly relating to bilingual education at the school level.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Kindergarten-Grade 12 Instruction		174,162	175,255	175,255	175,255
Provides support to schools across Nunavut for the delivery of the Education Program for Kindergarten to Grade 12. This support covers compensation and benefits and other operations and maintenance costs related to the delivery of the Kindergarten to Grade 12 program.					
Support to District Education Authorities		14,011	15,855	15,855	15,855
Provide and manage contribution funding to District Education Authorities / Commission scolaire francophone du Nunavut for administration, resources and delivery of community-based educational programming in schools.					
School Operations – Regional		15,882	17,970	17,970	17,970
Three Regional School Operations offices provide services and support to District Education Authorities, school staff, and administrators relating to human resources.					
Commission scolaire francophone du Nunavut		304	506	506	506
Provides funding for the delivery of the French first language Educational Program in French to École des Trois-Soleils, and the administration of minority language rights.					
Total, K-12 School Operations		204,359	209,586	209,586	209,586

Priorities (2023-2024)

- Implement the standardized principal’s report across all schools.

Status: A revised principal's report has been developed and has been rolled out to all schools. The department has provided training for principals on the use of the report template.

- Support the implementation of the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.
Status: Kindergarten to Grade 12 Operations leads efforts to implement all recruitment and retention initiatives. Ongoing communications continue between Nunavut Arctic College's Nunavut Teacher Education Program and the department's Regional School Operations to promote recruitment of Inuit Educators following their graduation.
- Continue to support, monitor, and advise on effective school leadership practices and standards within Nunavut schools, with a focus on instruction, assessment, and student support.
Status: Regional School Operations work directly with principals and vice principals to provide support for effective leadership and to ensure alignment with departmental priorities at the school-level. In the fall of 2023, a principals' conference was held in Iqaluit.
- Support community-based partners in delivering enhanced school meal programs.
Status: Food programs are currently supported by community and school staff volunteers. Regional School Operations will contribute to the work of the interagency working group to identify needs and opportunities to enhance a standardized school meal program in all schools.
- Continue to support the implementation of the made-in-Nunavut curriculum and the Language of Instruction (LOI) Implementation Plan and ensure consistency and quality in curriculum delivery across schools, including a focus on career planning, and pre-employment work experience.
Status: Regional School Operations are the department's direct link to front-line staff. Support for the understanding and implementation of the Nunavut curriculum at the school level is essential and ongoing work of the division. This includes support for the implementation of, the Aulajaaqtut curriculum, as part of the made-in-Nunavut curriculum that includes a career and program planning component.

Priorities (2024-2025)

- Support the monitoring and evaluation of the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.
- Continue to support the implementation of the made-in-Nunavut curriculum and the Language of Instruction Implementation Plan and ensure consistency and quality in curriculum delivery across schools, including a focus on career planning, and pre-employment work experience.
- Continue to support, monitor, and advise on effective school leadership practices and standards within Nunavut schools, with a focus on instruction, assessment, and student support.
- Continue to support delivery of enhanced and standardized school meal programs.
- Continue to implement the standardized principal's report across all schools.

Priorities (April to October 2025)

- Continue to support the implementation of the made-in-Nunavut curriculum and the Language of Instruction (LOI) Implementation Plan and ensure consistency and quality in curriculum delivery across schools.
- Support the monitoring and evaluation of the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.
- Continue to support, monitor, and advise on effective school leadership practices and standards within Nunavut schools, with a focus on instruction, assessment, and student support.
- Continue to support delivery of enhanced and standardized school meal programs.

Curriculum, Resources, and Éducation en français

Curriculum Development, Resource Services and Éducation en français are the divisions in the department largely responsible for developing and maintaining the Education Program delivered in Nunavut’s schools. These divisions work to establish the standards for what students learn throughout their schooling; the teaching and learning resources used in classrooms to support this learning; and to ensure that these standards and materials are reflective of Nunavut’s official languages, Inuit culture, and Nunavut and northern realities.

Objectives

- To ensure that all schools have access to and are using appropriate curriculum and provide teaching and learning resources that meet the linguistic, cultural, and learning needs of Nunavut students.
- To develop Inuktitut and Inuinnaqtun terminology specific to education that considers and includes the needs of all curriculum areas to ensure that consistent and supportive resources can be created in Inuktitut.
- To support the efforts of District Education Authorities, including the Commission scolaire francophone du Nunavut, to develop local programs that modify the School Program to meet local needs.
- To ensure that Nunavut’s curriculum and resources in all programs of study are available to educators, parents, and the general public.
- To conduct reviews of third-party proposals to modify the Education Program to ensure that they are culturally, linguistically, and academically appropriate, and are of educational benefit to Nunavut students.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Curriculum Development		2,896	2,767	2,767	2,767
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Curriculum Development is responsible for management of the department’s curriculum including regular review and replacement, when necessary. Additionally, it is responsible for ensuring that

all schools have access to and are using the appropriate curriculum for each of Nunavut's curriculum strands and programs of study for all grades and stages of development. This division is also responsible, through the *Education Act* and the *Inuit Language Protection Act*, for ensuring that the Nunavut Education Program promotes Inuit culture and languages.

Resource Services	5,211	5,197	5,197	5,197
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Resource Services is responsible for the creation, publication, and distribution of teaching resources and learning materials and other operational resources as approved by the Minister, ensuring these resources align with and support the curricular outcomes outlined in the approved curriculum. In addition to developing resources in all Nunavut's official languages, this division is responsible for the management of funding for Inuit Language Implementation to ensure materials in Inuktitut languages are developed and made available per the *Education Act* and *Inuit Language Protection Act*. The division is also responsible for inventory and supply chain management of teaching and learning resources, including copyright management, and the digitizing and archiving of educational materials.

Éducation en français	761	748	748	748
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Éducation en français is responsible for the provision of services to the francophone community. This Division supports the Commission scolaire francophone du Nunavut in their delivery of the French First Language curriculum, projects, and programs in French as a first language pursuant to the Department of Education's obligations under the *Education Act*, the *Official Languages Act of Nunavut* and the *Canadian Charter of Rights and Freedoms*, which recognizes the status of the Francophone minority. The Division is also responsible for the appropriate delivery of the French Additional Language curriculum in Nunavut schools.

Total, Curriculum, Resources, and Éducation en français	8,868	8,712	8,712	8,712
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Priorities (2023-2024)

- Continue the development of made-in-Nunavut curriculum in a variety of subject areas and grade levels to support the Language of Instruction (LOI) Implementation Plan, with a focus on Grades 7 for Inuktitut language curricula and Grades 7-9 for English language curricula, Social Studies, and Health and Physical Education.
Status: The department has completed a jurisdictional scan for curriculum development of grades 7-9 and grades 10-12. The development of curriculum for grades 7-9 has begun in all subject areas as well as completion of the kindergarten to grade 6 curriculum orientation guide.
- Continue the development of Inuktitut resources to align with new curriculum identified in the Language of Instruction (LOI) implementation plan and strategically develop supporting materials for all schools in Nunavut, based on existing resource gaps.
Status: The department is continuing to develop resources that will align with the new curriculum, including teacher handbooks and student textbooks. The resources will be distributed with the roll-out of the curriculum.

- Continue the development of Inuktitut and Inuinnaqtun terminology specific to education that considers and includes the needs of all curriculum areas to ensure that consistent and supportive resources can be created in Inuktitut.
Status: The departments Inuktitut and Inuinnaqtun terminology working groups made up of educators and linguists, meet 3-5 times per year. The working group's focus is currently on developing standardized language for Lesbian, Gay, Bisexual, Transgender, and Queer terminology and the creation of a terminology dictionary for students and teachers, one that is reflective per grade level.
- In conjunction with the Language of Instruction (LOI) Implementation Plan, complete the development of an updated Career and Program Planning curriculum for all grades, to assist students to form clear pathways to post-secondary education, apprenticeship, and meaningful employment.
Status: This priority has been integrated into the work of the made-in-Nunavut curriculum development. The plan includes updating Career Program Planning and expanding it to support career planning awareness at earlier grades.
- Continue to implement the Canada-Nunavut Agreement on Minority-Language Education and Second Official-Language Instruction in partnership with the CSFN toward the provision of K-12 French Language minority education and the IDEA for the French as an Additional Language program in Iqaluit schools.
Status: The 2020-2023 Canada-Nunavut Agreement on Minority-Language and Second Official-Language Instruction ended in June 2023. The bilateral agreement has been extended for 2023-24 as a temporary measure to ensure continuity in programs and services. Negotiations leading to the next bilateral agreement are currently underway.
- Continue to support K-12 curriculum development that incorporates more life skills and career counselling to foster self-reliance, self-esteem, identify opportunities for work experience and early career direction.
Status: The Aulajaaqtut curriculum has career and program planning embedded in the coursework where students explore career opportunities based on their interests and abilities. Examples include the Takuttalirilli magazine that includes career spotlights on individuals to highlight different career options for students.
- Continue to support schools in identifying opportunities for work experiences to support career development.
Status: The department is currently exploring options for potential dual credits to foster interest in apprenticeship programs and motivate high school students to pursue post-secondary education.

Priorities (2024-2025)

- Continue the development of made-in-Nunavut curriculum in a variety of subject areas and grade levels to support the Language of Instruction Implementation Plan, with a focus on Grade 7-9 for Inuktitut language curricula in all subjects areas. .

- Continue the development of Inuktitut resources to align with made-in-Nunavut curriculum identified in the Language of Instruction and strategically develop supporting materials for relevant subject areas.
- Continue the development of Inuktitut and Inuinnaqtun terminology specific to education that considers and includes the needs of all curriculum areas to ensure that consistent and supportive resources can be created in Inuktitut.
- Implement the renewed Canada-Nunavut Agreement on Minority-Language Education in partnership with the Commission scolaire francophone du Nunavut and other partners.
- In conjunction with the Language of Instruction Implementation Plan, integrate Career and Program Planning modules through out the made-in-curriculum for all grades, to assist students to form a clear pathway to post-secondary education, apprenticeship, and meaningful employment.
- Begin the development of the made-in-Nunavut curriculum development for grades 10-12 by initiating meetings and workplan to begin the development of curriculum in all subject areas.
- Continue to support Kindergarten to grade 12 curriculum development that incorporates more life skills to foster self-reliance, self-esteem, identify opportunities for work experience and early career direction.
- Continue to support high schools students in offering career counselling and in identifying opportunities for work experiences to support career development.

Priorities (April to October 2025)

- Continue the development of made-in-Nunavut curriculum in all subject areas and grade levels to support the Language of Instruction Implementation Plan, with a focus on Grades 10-12 for Inuktitut language curricula in all subject areas.
- Continue the development of Inuktitut resources to align with new curriculum identified in the Language of Instruction and strategically develop supporting materials for relevant subject areas.
- Continue the development of Inuktitut and Inuinnaqtun terminology specific to education that considers and includes the needs of all curriculum areas to ensure that consistent and supportive resources can be created in Inuktitut.
- Continue the implementation of the Canada-Nunavut Agreement on Minority-Language Education in partnership with the Commission scolaire francophone du Nunavut and other partners.
- Continue to support Kindergarten to grade 12 curriculum development that incorporates more life skills to foster self-reliance, self-esteem, identify opportunities for work experience and early career direction.

- Continue to support high schools students in offering career counselling and in identifying opportunities for work experiences to support career development.

Student Achievement

Student Achievement is responsible for Iilitaunnikuliriniq, overall student support and assessment. The division is responsible for overseeing Iilitaunnikuliriniq, the development of student assessment and reporting policies, procedures and standards; designing, developing, implementing and evaluating assessment tools; and for student records and registration. The division is responsible for implementing Inuglugijaittuq, inclusive schooling in Nunavut through the development of policies, procedures and standards to enhance staff skills and knowledge, and to provide education support services. Student Achievement is also responsible for overseeing home schooling by establishing policies, procedures, and standards. Student Achievement is also responsible for Makitattiarniq, providing health and wellness guidance and supports to ensure schools are trauma-informed, safe and welcoming environments.

Objectives

- To ensure the development of Iilitaunnikuliriniq assessment and reporting policies, procedures and standards, and designing, developing, implementing and evaluating assessment tools for students (Iilitaunnikuliriniq).
- To implement Inuglugijaittuq inclusive schooling in Nunavut through the provision of education support services and through the development of policies, procedures and standards to enhance staff skills and knowledge (Inuglugijaittuq).
- To support home schooling by establishing policies, procedures, and standards (Inuglugijaittuq).
- To collect, record and analyze information that drives the decision making of the department in relation to student learning outcomes (Iilitaunnikuliriniq).
- To provide health and wellness guidance and supports to ensure schools are safe, inclusive, and welcoming environments (Makitattiarniq).

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Director's Office		814	1,117	1,117	1,117
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The budget provides for the staffing infrastructure to oversee the Student Achievement division.

Student Assessment		2,256	1,019	1,019	1,019
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Student Achievement is responsible for overseeing the development of assessment and reporting policies as well as procedures and standards, and designing, developing, implementing, administering and evaluating assessment tools. It is also responsible for keeping and managing complete and accurate records of student information.

Student Support		1,221	1,480	1,480	1,480
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Student Achievement is responsible for supporting inclusive schooling in Nunavut through the development of policies, procedures, and standards to enhance staff skills and knowledge, and to

provide education support services. The unit is also responsible for overseeing home schooling and for the provision of health and wellness guidance and supports to ensure schools are safe and welcoming environments.

Inclusive Education 7,047 **7,949** 7,949 7,949

Student Achievement is responsible for the provision of education support services for Nunavut students that may be required to enable them to access the Education Program. Supports may range from the provision of assistive technology required for use in the classroom, to diagnostic assessment, and the provision of specialized services and supports.

Total, Student Achievement	11,338	11,565	11,565	11,565
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Priorities (2023-2024)

- Continue work on assessment tools and guides to support the Language of Instruction (LOI) Implementation Plan by developing and implementing new assessment tools for Inuktit Language Arts in relation to the Inuktit Language Arts Kindergarten to Grade 6 (first and second language) curriculum.
Status: The department is developing assessment tools and handbooks that align with the curriculum being developed in all subject areas for kindergarten and grade 1. A new Nunavut Kindergarten Assessment Tool has been developed and is being field-tested in schools in 2023-24.
- Implement the *Ilitaunnikiliriniq Policy and Procedural Guide*.
Status: Work is on schedule for the Ilitaunnikiliriniq Policy and most components of the Procedural Guide to be implemented in the 2023-24 school year. All other outstanding components will be implemented in 2024-25.
- Complete development of the Inuglugijaittuq/inclusive education expansion within the Student Information System.
Status: The Inuglugijaittuq/inclusive education expansion work within the Student Information System is being finalized and field-testing will begin in spring 2024.
- Monitor and evaluate the implementation of the Makitattiarniq Planning Guide for School Leaders and the Teaching and Supporting Positive Behaviour Guide for Teachers.
Status: The department is finalizing the Makitattiarniq Planning Guide which will be available to schools during the 2024-25 school year. The department has completed Teaching for Positive Behaviour: Supporting Engagement, Participation, and Learning Guide for Teachers and will be launching it and providing virtual in-services in schools in 2023-24.
- To further support Makitattiarniq in schools, complete in-servicing and implementing the Ajunngitugut K to 1 and 2 to 3 social emotional learning and resiliency programs and kits for Ilinniarvimmi Inuusilirijit to use with groups and begin work on Ajunngitugut 4-6.
Status: This work is delayed. The development of the kindergarten to grade-1 and grades 2 and 3 Ajunngitugut is ongoing and scheduled to roll out in 2024-25 school year.

- Develop an Inuglugijaittuq monitoring and evaluation framework for the Educational Support Services Program which provides occupational therapy, speech and language therapy, physiotherapy, Deaf and Hard of Hearing support services, education psychology and mental services to schools.
Status: This framework has been completed. Education support services will be externally evaluated every three years beginning in spring 2024. Internal evaluations will continue to be completed annually.
- To further support Inuglugijaittuq, continue to expand the school-based positive mental health services component of the Education Support Services Program from 12 communities to all Nunavut communities by March 2024.
Status: In 2023-24, School Mental Health Support Services and Programs has been expanded from 12 communities serving 22 schools to all communities serving 45 schools. Also in 2023-24, the department has expanded its Educational Psychology services and is piloting support services for students who are Neurodiverse in 6 communities. Education support services offered in schools include occupational therapy, speech and language therapy, physiotherapy; support for the Deaf and Hard of Hearing; support for the Blind and those with Low Vision; American Sign Language; assistive technology for learning; and Education Psychology.
- Implement the Makitattiarniq Bullying Prevention Handbook and Policy.
Status: This work is delayed. The department continues to develop both the policy and the handbook and anticipates implementation for the 2024-25 school year.
- Begin work on the Makitattiarniq Guidelines for Trauma-Informed Schools.
Status: Research and review work has begun with the aim to launch in schools during the 2025-26 school year.
- Complete work on the Assessment, Evaluation, and Reporting policy with the inclusion of standardized reporting to high school students regarding their credits required for graduation.
Status: This work has been completed and the policy will be implemented in 2023-24. Standardized reporting to high school students began in 2022-23 and is now a standard operating procedure.

Priorities (2024-2025)

- Continue work on assessment tools and handbooks to support the Language of Instruction (LOI) Implementation Plan by developing and implementing new assessment tools for Inuktitut Language Arts in relation to the Inuktitut Language Arts Kindergarten to Grade 6. Including implementation of Ilitaunnikuliriniq books and reader reports for the first language curriculum, and subject-specific assessment development for the second language curriculum.
- Continue to implement the Nunavut Ilitaunnikuliriniq Policy, and Procedural Guide; launch and provide virtual in-service for the Ilitaunnikuliriniq Handbook.
- Field-test the Inuglugijaittuq/inclusive education expansion within the Student Information System as per the 2022-25 Student Records Advisory Committee Action Plan. Begin work on the Ilitaunnikuliriniq/assessment expansion within the system.

- To further support Makitattiarniq in schools, complete in-servicing and implementing the *Ajunngitugut* Kindergarten to grade 1 and grades 2 and 3 social emotional learning and resiliency programs and kits for Ilinniarvimmi Inuusilirijiit to use with groups and begin work on *Ajunngitugut* for grades 4 to 6.
- Develop and field-test the *Ilinniarvimmi Inuusilirijiit Handbook Volume 2*.
- Continue developing the *Makitattiarniq Guidelines for Trauma-Informed Schools*.
- Implement the *Ilitaunnikuliriniq Assessment Handbook*.
- Expand the implementation of the Kindergarten Assessment Tool in schools and begin work on standardizing the transition to kindergarten, including Kindergarten screening, across Nunavut.
- In-service the Makitattiarniq Planning Guide for School Leaders and continue to implement the Teaching and Supporting Positive Behavior Guide for Teachers.
- Begin work on the Makitattiarniq Intervention Toolbox for Ilinniarvimmi Inuusilirijiit.
- Begin the implementation of the Inuglugijaittuq/inclusive education expansion within the Student Information System on a school-by-school basis and prepare the standardized Ilitaunnikuliriniq expansion for field-testing.
- To further support Inuglugijaittuq, continue to expand Education Psychology services and support services for students who are Neurodiverse.

Priorities (April to October 2025)

- Continue work on assessment tools and handbooks to support the Language of Instruction (LOI) Implementation Plan by developing and implementing new assessment tools for Inuktit Language Arts in relation to the Inuktit Language Arts Kindergarten to Grade 6. Including implementation of Ilitaunnikuliriniq books and reader reports for the first language curriculum and subject-specific assessment development for the second language curriculum.
- Continue work on the Inuglugijaittuq/ inclusive expansion within the Student Information System.
- To further support Makitattiarniq in schools, complete work on *Ajunngitugut 7 (Leadership)*.
- Complete the implementation of the Inuglugijaittuq monitoring and evaluation framework for the Education Support Services Program which provides occupational therapy, speech and language therapy, physiotherapy, Deaf and Hard of Hearing support services, educational psychology, and mental health services to schools.
- Complete the *Makitattiarniq Guidelines for Trauma-Informed Schools* for implantation in 2026-27.

- Complete the Makitattiarniq Intervention Toolbox for *Ilinniarvimmi Inuusilirijiit* for implementation in 2026-27.
- Complete the *Makitattiarniq Pathways to Mental Health Guide for Schools*.
- Continue to implement the Nunavut Iilitaunnikuliriniq Policy and Procedural Guide and in-service support for the Iilitaunnikuliriniq Handbook.
- Continue to expand the implementation of the Kindergarten Assessment Tool in schools and begin work on the standardizing the transition to kindergarten, including Kindergarten screening, across Nunavut.
- To further support Inuglugijaittuq, continue to expand Educational Psychology services and support services for students who are Neurodiverse.

Educator Development

Educator Development is responsible for the design and delivery of a professional development framework for employees in Nunavut’s school system. This includes orientation for new employees; mentorship opportunities; and delivery of training designed to improve professional practice so that instructional, assessment and inclusive schooling practices are of the highest standard possible. It is also responsible for certification and standards for teachers.

Objectives

- To design and deliver a professional development framework for employees in Nunavut’s school system including professional standards, and ongoing assessment, training and development to meet the needs of educators and support staff.
- To coordinate with Government of Nunavut departments, divisions, and contractors to respond to the needs of Nunavut’s school-based employees by providing training and professional development opportunities that will support high-quality, trauma-informed instruction, assessment, and inclusion practices in Nunavut schools.
- To ensure that school staff are equipped with the skills, knowledge, and confidence to successfully deliver the Education Program as approved by the Minister.
- To ensure the evaluation of teacher credentials to determine certification eligibility in accordance with the *Education Act* and *Regulations*.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Program Implementation

and Training	7,402	7,420	7,420	7,420
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Program Implementation and Training provides a variety of training and supports targeted to school-based employees in all occupations in order to ensure that they are adequately supported,

informed, and equipped to deliver the Education Program to students, and provides assistance where required. This includes: training in trauma-informed practice, supports for new employees such as orientation and mentorship, the delivery of critical information to school staff through various mechanisms ranging from online learning to in-services and conferences, and the design and delivery of various programs to support school staff to be as effective as possible.

Teacher Certification	309	308	308	308
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This unit reviews and evaluates teacher credentials to determine eligibility to work within Nunavut schools. This includes the development and update of policies and procedures associated with certification and standards, processing applications for certification, determining salary levels, and suspending and/or cancellation of certification.

Teacher Professional Development	4,358	4,534	4,534	4,534
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Based on a contractual agreement with the Nunavut Teachers' Association, a contribution agreement provides funding administered by a joint committee comprised of members of the Nunavut Teachers' Association and officials from the department. The Nunavut Teachers' Association and individual members utilize this funding for self- and group-directed professional development opportunities.

Total, Educator Development	12,069	12,262	12,262	12,262
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Priorities (2023-2024)

- Roll out new training opportunities to allow current and aspiring principals to meet the requirements for Principal Certification.
Status: The department is currently re-designing the principal certification to create a new made-in-Nunavut principal certification program with expectations to be rolled out during the 2024-25 school year.
- Begin the development of a formal mentorship program for educators.
Status: The department has a mentorship program that allows educators to access funding through the Professional Development Council to engage in mentorship with someone more experienced in their role. A review of the program will begin this year to ensure it includes a special focus on new educators as part of their orientation to work in Nunavut schools.
- Continue to provide and adapt training for Inuit educators to become more familiar with department developed Inuktitut resources, which will support successful implementation of the curriculum and greater retention of Inuit educators within the school system.
Status: The department hosts monthly webinars focusing on the Inuktitut resources and curriculum developed to support the implantation of the made-in-Nunavut curriculum.
- Develop a tracking mechanism to ensure that staff complete mandatory training.
Status: This work is delayed. The department is currently informally collecting information regarding training delivered for school educators. The department is continuing to work internally to create a formal tracking mechanism to ensure educators are receiving the required training.

Priorities (2024-2025)

- Continue the development of a formal mentorship program for educators.
- Collect feedback to improve the orientation support provided to assist newly hired educators with their transition into the Nunavut education system.
- Continue to provide and adapt training for Inuit educators to become more familiar with department developed Inuktitut resources, which will support successful implementation of the curriculum and greater retention of Inuit educators within the school system.
- Implement the tracking system of staff participating in training provided. This tool will be used to ensure staff complete the mandatory training to support the department in fulfilling its mandate.

Priorities (April to October 2025)

- Pilot the formal mentorship program.
- Review feedback received on the orientation supports provided to assist newly hired educators with their transition into the Nunavut education system and determine what changes, if any, should be made.
- Continue implementation of revised training opportunities for current and aspiring principals to meet the requirements for Principal Certification.

Financial Summary

Branch	2023-2024 Main Estimates		2024-2025 Planned		2025-2026 Planned		2026-2027	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,154	16.0	2,150	16.0	2,150	16.0	2,150	16.0
Grants & Contributions	4,113		4,113		4,113		4,113	
Other O&M	1,334		1,313		1,313		1,313	
Subtotal	7,601		7,576		7,576		7,576	
Policy and Planning								
Compensation & Benefits	1,565	13.0	1,526	13.0	1,526	13.0	1,526	13.0
Grants & Contributions	-		-		-		-	
Other O&M	1,165		1,347		1,347		1,347	
Subtotal	2,730		2,873		2,873		2,873	
Corporate Services								
Compensation & Benefits	3,551	30.0	3,388	30.0	3,388	30.0	3,388	30.0
Grants & Contributions	85		85		85		85	
Other O&M	2,912		2,782		2,782		2,782	
Subtotal	6,548		6,255		6,255		6,255	
Early Learning and Child Care								
Compensation & Benefits	1,268	18.0	1,199	18.0	1,199	18.0	1,199	18.0
Grants & Contributions	4,278		4,278		4,278		4,278	
Other O&M	159		653		653		653	
Subtotal	5,705		6,130		6,130		6,130	
Curriculum, Resources and French Education								
Compensation & Benefits	3,792	32.0	3,491	32.0	3,491	32.0	3,491	32.0
Grants & Contributions	-		-		-		-	
Other O&M	5,076		5,221		5,221		5,221	
Subtotal	8,868		8,712		8,712		8,712	
Student Achievement								
Compensation & Benefits	1,444	15.0	1,362	15.0	1,362	15.0	1,362	15.0
Grants & Contributions	606		915		915		915	
Other O&M	9,288		9,288		9,288		9,288	
Subtotal	11,338		11,565		11,565		11,565	
K-12 School Operations								
Compensation & Benefits	179,344	1,331.0	180,433	1,337.5	180,433	1,337.5	180,433	1,337.5
Grants & Contributions	14,602		16,648		16,648		16,648	
Other O&M	10,413		12,505		12,505		12,505	
Subtotal	204,359		209,586		209,586		209,586	
Educator Development								
Compensation & Benefits	2,660	22.0	2,529	22.0	2,529	22.0	2,529	22.0
Grants & Contributions	5,652		6,028		6,028		6,028	
Other O&M	3,757		3,705		3,705		3,705	
Subtotal	12,069		12,262		12,262		12,262	

Department of Education

Advanced Education								
Compensation & Benefits	2,081	17.0	2,013	17.0	2,013	17.0	2,013	17.0
Grants & Contributions	11,778		11,785		11,785			
Other O&M	470		948		948			
Subtotal	14,329		14,746		14,746			
Total	273,547	1,494.0	279,705	1,500.5	279,705	1,500.5	279,705	1,500.5

Inuit Employment Plan

Departmental Inuit Employment Targets				
Education	As at Sept. 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	1479.54		1500.5	
Total Filled Positions	1161.25	78%	1241	83%
Total Vacancies	318.3	22%	259.5	17%
Total Inuit	577.25	50%	642	52%
Total Executive Positions	3		3	
Total Filled Executive Positions	3	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	33%	1	33%
Total Senior-Management Positions	21		21	
Total Filled Senior-Management Positions	19	90%	21	100%
Total Vacant Senior-Management Positions	2	10%	0	0%
Total Inuit in Senior-Management Positions	2	11%	3	14%
Total Middle-Management Positions	75		75	
Total Filled Middle-Management Positions	58	77%	68	91%
Total Vacant Middle-Management Positions	17	23%	7	9%
Total Inuit in Middle-Management Positions	10	17%	20	29%
Total Professional Positions	826.53		849.5	
Total Filled Professional Positions	692.03	84%	724	85%
Total Vacant Professional Positions	134.5	16%	125.5	15%
Total Inuit in Professional Positions	212.03	31%	222	31%
Total Paraprofessional Positions	179.5		181	
Total Filled Paraprofessional Positions	133.5	74%	145	80%
Total Vacant Paraprofessional Positions	46	26%	36	20%
Total Inuit in Paraprofessional Positions	115.5	87%	130	90%
Total Administrative Positions	374.51		371	
Total Filled Administrative Positions	255.71	68%	280	75%
Total Vacant Administrative Positions	118.8	32%	91	25%
Total Inuit in Administrative Positions	236.71	93%	266	95%

Capacity

The Department of Education is working to increase capacity with Inuit staff. Progress has been made through the use of several IEP initiatives for 2023-24. The Department of Education will work to fill 65.5 positions with Nunavut Inuit by March 31, 2025, for a total of 642 Inuit Employment Target positions.

There is an urgent need to increase the number of Inuktitut-speaking educators in the education system to increase the proportion of the instructional day where Inuktitut is spoken, heard, and used in instruction. The department is working to develop and expand recruitment and retention efforts for Inuit educators, including support for the expanded Nunavut Teacher Education Program offered in more communities across the territory.

The department's Sivummuakpaallirutiksats (Inuit Employee Education Leave) program continues this year for qualifying applicants. This program is intended to provide an opportunity for Inuit to take education leave to develop professionally in their current roles, and advance in their careers within schools. A total of 16 employees have been enrolled in the program since its inception. The department is exploring the possibility of expanding this program beyond Nunavut Employees' Union staff.

Beginning in 2021-22, the department added a net 42 new Student Support Assistants (SSAs) across Nunavut as part of a 3-year, phased-in implementation of changes to the Student Educator Ratio funding formula. The majority of these new positions are being filled by Inuit. Further, phase 2 of the revised funding formula implementation included the creation of a net 25 new Nunavut Employees Union school staff positions in 2022-23 such as Ilinniarvimmi Inuusilirijiit, school secretaries, and custodians. These new positions are often posted as restricted to Inuit only.

To further increase Inuit employment in schools, the department is working to direct appoint long-term casual school staff into permanent positions. This action supports retention of some of our dedicated Student Support Assistants, Ilinniarvimmi Inuusilirijiit, School Secretaries, and Custodians.

The department also continues to support Inuit employment and advancement efforts outside of school staff. For example, in 2023-24, the department began supporting two employees in the Sivuliqtiksats Internship Program. The department is also supporting two employees in pursuing a Public Administration and Governance certificate from the Toronto Metropolitan University.

The Iviquippalliajut Implementation Advisor position ensures that Inuit societal values are embedded in departmental operations and in the culture of the department's workplaces. This position supports retention of Inuit employees by ensuring that Inuit public servants are empowered and are grounded in their cultural identity. This position, along with the Planning, Reporting, and Evaluation unit, is responsible for continually monitoring department actions and progress in the area of Article 23 and Inuit employment and ensuring that important consideration is given to it at all times.

The Inuit Employment Plan will remain a central document to inform and guide our activities in increasing the number of Inuit employed in the department. In the document, the department outlines short-, medium-, and long-term initiatives and projected outcomes aimed at increasing the number of Inuit educators and administrators in the department.

Priorities (2023-2024)

- Continue to Increase Inuit employment throughout the department through various mechanisms available such as succession planning, direct appointments, training, and competitions.

Status: The department continues to use restricted competitions for all administrative support positions, including school secretaries and custodial staff. In 2023-24, the department completed a number of direct appointments of long-term casual staff in positions of student support assistants, school secretaries, and other NEU positions.

- Through the 20-Year Language of Instruction Implementation Plan, continue to actively support and focus on the needs of Nunavut's bilingual Inuit educators, particularly those who teach Inuktitut, by providing new curriculum, resources, and training supports to assist them to successfully implement the department's curriculum.

Status: Work is continuing, on schedule, for the development and implementation of made-in-Nunavut curriculum, resources, assessment, and training.

- Finalize and implement the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.

Status: The department's Retention and Recruitment Strategy for Educators is still in development. Various recruitment and retention efforts are underway, including ongoing work with Nunavut Arctic College's Nunavut Teacher Education Program to promote recruitment of Inuit Educators following graduation.

- Continue to implement Student Educator Ratio changes including staffing all new Student Support Assistant and Educator positions in schools.

Status: In the 2023-24 school year, 27.5 new educator positions were added to schools across the territory. The department continues to fill vacant positions added through the changes to the Student Educator Ratio, including Student Support Assistants.

- Begin the development of a formal mentorship program for educators to support the retention of new NTEP graduates.

Status: The department is reviewing its current mentorship program this year to incorporate focus on new hires, including NTEP graduates.

Priorities (2024-2025)

- Continue to Increase Inuit employment throughout the department through various mechanisms available such as succession planning, direct appointments, training, and competitions.
- Through the 20-Year Language of Instruction Implementation Plan, continue to actively support and focus on the needs of Nunavut's bilingual Inuit educators, particularly those who teach Inuktitut, by providing new curriculum, assessment tools, resources, and training to assist them in successfully implementing the department's curriculum.
- Complete the development of the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.

Priorities (2025-2026) April-October 2025

- Continue to Increase Inuit employment throughout the department through various mechanisms available such as succession planning, direct appointments, training, and competitions.
- Continue to actively support and focus on the needs of Nunavut's bilingual Inuit educators, particularly those who teach Inuktitut, by providing new curriculum, assessment tools, resources, and training to assist them in successfully implementing the department's curriculum.
- Begin implementation of the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.

Department of Health

Business Plan

2024-2026

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CORE BUSINESS

The programs of the Department of Health are defined within four lines of business:

	Budget (\$000)			
	2023-24	2024-25	2025-25	2026-27
Directorate	58,914	60,242	60,165	60,165
Inuusivut	11,576	11,084	11,084	11,084
Public Health	26,563	26,911	26,932	26,932
Health Care Service Delivery	372,521	422,055	415,622	415,622
TOTAL	469,574	520,292	513,803	513,803

Katujjiluta Mandate Action

The department’s responsibilities include providing leadership for the following mandate commitments of the 6th Legislative Assembly:

Aging with Dignity

- Expedite the construction of regional long-term care facilities with capabilities to meet the needs of Nunavummiut with complex care needs.
- Expand and/or renovate existing continuing care facilities.
- Provide culturally- and linguistically-relevant training for staff working in continuing care facilities.
- Enhance supports to improve daily life in continuing care facilities.
- Encourage community-based initiatives to provide Elders/seniors programming and supports for independent or assisted living.

Enabling Health and Healing

- Investigate and implement trauma-informed practices in healthcare and education.
- Encourage and support models of wellness and well-being that are grounded in Inuit identity.
- Expand opportunities, training, and formal recognition for Inuit to provide culturally- and linguistically-relevant mental health and well-being programs and services.
- Engage and recognizing more Elders and other community members as advisors, local counsellors for Inuit, and in programming on the land.
- Promote and provide long-term core funding to support and expand effective models for community-led programs and services.
- Work with communities and partners to extend the hours that mental health services are available.
- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination.

Department of Health

- Reinvigorate health and mental health promotions programs.

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

Aging with Dignity

- Develop a comprehensive Elder and senior care strategy and implementation plan with broad input from Elders, families, communities, and partners.
- Enable Elders to access more country food.

Enabling Health and Healing

- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment.

Reinvesting in Education

- Incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.
- Enhance and support school meal programs with community-based partners.
- Improve the efficiency and effectiveness of FANS and other direct financial aid for post-secondary learners.

Directorate

The Directorate Branch (Directorate) provides overall management support and advice to the Minister, under the direction of the Deputy Minister. The Directorate is also responsible for strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination and financial services, and capital planning, human resource planning, and systems support. Leadership and coordination in the areas of professional practice standards, regional service delivery, and overall departmental quality assurance are also key functions of this Branch.

Objectives

- To provide overall management support and leadership across the department.
- To provide strategic direction and lead departmental planning and evaluation initiatives.
- To ensure transparency and accountability through financial, administrative, and human resource management.
- To ensure ongoing implementation and integration of governmental priorities into departmental operations.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Deputy Minister		1,508	1,547	1,547	1,547

The office of the Deputy Minister provides support and advice to the Minister and the

Government of Nunavut and ensures consistent implementation of ministerial direction and government policy. The Deputy Minister provides overall direction and leadership to the department.

ADM Programs and Standards 16,808 **16,776** 16,776 16,776

This division provides overall management and leadership in developing territorial programs, policies, standards and guidelines, and local community capacity building. It is responsible for promoting and maintaining information on the health of Nunavummiut.

ADM Operations 8,105 **8,150** 8,150 8,150

This division provides overall management and leadership for Iqaluit and regional operations in the delivery of programs, and initiatives, services, and support for local capacity building.

Corporate Services 7,598 **7,838** 7,838 7,838

Corporate Services is a multi-disciplinary division providing advice in the areas of finance, administration, capital planning, and health information technology. This division provides health insurance services to the public, and takes a leadership role in the maintenance of vital statistics and the administration of Non-Insured Health Benefits (NIHB) on behalf of Indigenous Services Canada.

Human Resources 11,867 **12,051** 11,974 11,974

Human Resources provides support for recruitment and retention, Inuit employment planning and general human resource administration.

Policy and Planning 1,273 **1,314** 1,314 1,314

Policy and Planning provides leadership and advisory services in the review, development, and implementation of departmental policies and legislation; leads strategic planning and business planning processes for the department; provides policy and strategic advice and support to the Deputy Minister and Minister's office; and coordinates the department's working relationships with federal, provincial, and territorial (FPT) counterparts.

Health Information Unit 11,755 **12,566** 12,566 12,566

The Health Information Unit (HIU) serves as the primary structure for the creation, management, protection, and utilization of health information resources and services within the Department of Health. The HIU is responsible for the support and effective utilization of the Meditech Clinical Information System that serves as the basis for the Nunavut health care system, as well as supporting the planning, development, and delivery of virtual health care across Nunavut. The HIU also provides data integration and analytics services and supports a number of health data resources for the department including health care utilization, physician visits, hospitalizations, chronic disease statistics, homecare utilization, and cancer data, as well as facilitating health care research activities.

Total, Directorate **58,914** **60,242** **60,165** **60,165**

Priorities (2023-24)

- Commence a review of the *Hospital Insurance and Health and Social Services Administration Act*.
Status: Health has completed an initial review of the Act.
- Continue with the legislative process to develop health information privacy legislation.
Status: Public consultations are underway and are expected to conclude by December 2024.
- Implement the Virtual Care Action Plan to support the expanded use of virtual care programs by increasing both capacity and utilization in all regions and across multiple clinical program areas, and to establish new services.
Status: Expansion of virtual care programs and services is ongoing.
- Review existing bursaries and develop options for bursaries for students in health-related fields.
Status: Two new programs were recently introduced: the Return of Service program and the student loan repayment incentive program for students enrolled in a health professional education program. Health also created the Savanna Pikuyak Scholarship to recognize Nunavut Inuit who are in the pre-Health program at Nunavut Arctic College (NAC).

Priorities (2024-25)

- Begin stakeholder consultations related to the *Hospital Insurance and Health and Social Services Administration Act*.
- Introduce health information privacy legislation.
- Implement the Virtual Care Action Plan to support the expanded use of virtual care programs by increasing both capacity and utilization in all regions and across multiple clinical program areas, and to establish new services.

Priorities (April to October 2025)

- Explore opportunities to review and expand virtual care programming.

Inuusivut

Inuusivut provides strategic planning, leadership, and coordination for the Government of Nunavut's suicide prevention initiatives, plans and strategies. Inuusivut is responsible for development of legislation and policy, communications, community development, research and evaluation pertaining to suicide prevention across Nunavut. Inuusivut also partners with other departments, organizations, and governments to achieve the goal of reducing the incidence of suicide in the territory.

Objectives

- To provide overall management support and leadership in suicide prevention across the Government of Nunavut.
- To lead investment in suicide prevention and postvention programs.
- To encourage and support models of wellness and well-being that are grounded in Inuit identity.
- To incorporate trauma-informed practices in healthcare delivery.
- To ensure ongoing implementation and integration of the Nunavut Suicide Prevention Strategy into governmental operations.

Programs Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Inuusivut	2,550	2,058	2,058	2,058
Inuusivut provides interdepartmental support, development and implementation of the Nunavut Suicide Prevention Strategy and its associated partnerships and leads community development in resiliency, evaluations of the strategy, initiates research, coordinates training and develops legislation and policy.				
Upigivatsi Program	2,994	2,994	2,994	2,994
This Contribution Program allows community and wellness organizations to operate healing groups, bereavement support groups, on the land healing programs, means restriction, after school leadership programs and other community led initiatives for suicide prevention, intervention and post-vention, mental wellness and resiliency. It also allows for suicide prevention planning, community-led research, training, professional development, and self-care.				
Mobile Trauma Response	886	886	886	886
Providing care, counseling and healing to Inuit communities and Inuit language clients via community visits and toll-free telephone counselling.				
Embrace Life Council	726	726	726	726
Contribution funding for the Embrace Life Council. The Council supports individuals and groups in Nunavut to take well-informed action to prevent suicide through education, awareness and community capacity strengthening activities.				
Kamatsiaqtut Help Line	75	75	75	75
Contribution to the operation of the Nunavut based 24-hour crisis help line.				
Addictions & Trauma Treatment	4,345	4,345	4,345	4,345
Providing enhanced community-based services, Inuit workforce development, and supporting the establishment of Aqqusariaq (Nunavut Recovery Centre) and Development Team.				
Total, Inuusivut	11,576	11,084	11,084	11,084

Priorities (2023-24)

- Start implementation of the new *Mental Health Act* in a phased approach.
Status: The process to put a Mental Health Review Board in place is underway. Stakeholder engagement is underway for the remaining regulations.
- Start community consultations for the new Mental Health and Addictions Strategy.
Status: This is delayed. Community consultations have not yet begun. Several youth forums have been held.
- Explore opportunities to promote and provide long-term core funding to support and expand effective models for community-led programs and services.
Status: Health is actively engaged with a GN wide grants and contributions working group, led by the Department of Family Services. Members of the working group involve departments of the GN that provide social and cultural programs and services. One of the goals of the working group is to establish multi-year funding potential. An awareness campaign has been developed which will support all Nunavut communities in identifying opportunities for mental health and wellness programming and support.
- Continue to work towards enhanced in-territory addictions and trauma treatment, such as Aqquariaq and land-based programming in anticipation of the facility's opening in 2025.
Status: The Nunavut Recovery Centre was officially named Aqquariaq in collaboration with external stakeholders. The program delivery model is complete. Land-based programming is underway in several communities.
- Collaborate with stakeholders and partners on the continued implementation of the new Nunavut Suicide Prevention Strategy action plan.
Status: A draft of the 2023-2028 Nunavut Suicide Prevention Strategy action plan was completed for stakeholder consultation. The final report is anticipated for release in Spring 2024.
- Work with the Department of Education to implement the Health-Education Collaboration Guide for mental health and wellness programming in all schools.
Status: Collaborative work continues and a draft guide is expected to be completed by March 31, 2024.
- Continue the implementation of the *Atii, Angutiit!* program in the Kitikmeot and Qikiqtaaluk regions.
Status: Launch of the Atii: Angutiit! Program is complete in all communities. Work to implement the specific program area of men's groups continues across Nunavut.
- Develop and implement a revised Crisis Mobile Response Team model based on the review.
Status: A Crisis Mobile Response Team model has been developed. Implementation has been delayed.

Priorities (2024-25)

- Complete implementation of the *Mental Health Act*.

- Finalize the Mental Health and Addictions Strategy.
- With partners, support the opening of Aqqusariaq.
- Start the development of a youth program framework based on the evaluation of the *Atii, Angutiit!* framework.
- Implement the revised Crisis Mobile Response Team model.

Priorities (April to October 2025)

- Implement the Mental Health and Addictions Strategy.
- Launch the youth program framework based on the evaluation of the *Atii, Angutiit!* framework
- Develop a new Suicide Prevention Strategy with partners and stakeholders.
- Explore opportunities to expand Aqqusariaq programming for specific groups and conduct an evaluation of the services offered since the opening of the centre.

Public Health

The Public Health Branch provides direction and leadership throughout Nunavut regarding the core functions of public health, which include population health assessment, health surveillance, health promotion, disease and injury prevention, health protection and management of public health emergencies. Public Health uses strategies and approaches that combine education and skill building, social policy, inter-sectoral partnership and collaboration, regulation, and community development.

Objectives

- To develop and implement a broad range of evidence informed public health programs to improve the health status of Nunavummiut.
- To monitor trends in disease and health determinants to enable an informed response to public health issues.
- To support models of wellness and well-being that are grounded in Inuit identity and work in partnership with communities so they can take an active role on issues that affect their health and wellbeing.
- To strengthen partnerships with Inuit organizations with respect to public health programs and policy development.
- To evaluate the effectiveness and relevance of Public Health programming.
- To expand access for professionals and paraprofessionals to training and education to provide them with necessary qualifications for work in healthcare.

- To expand opportunities, training, and formal recognition for Inuit to provide culturally- and linguistically-relevant programs and services.

Programs	Budget (\$000)	2023-24	2024-25	2026-26	2026-27
Chief Public Health Officer		2,154	2,171	2,171	2,171
The Chief Public Health Officer (CPHO) provides leadership and expertise to population health and health protection programs. The CPHO also establishes and maintains public health standards and best practices as well as advocating for the preservation and improvement of the health of Nunavummiut.					
Health Protection		5,969	6,116	6,137	6,137
The Health Protection unit works to protect public health and safety. The unit works to prevent and control the spread of communicable diseases by: providing immunizations, health education and counseling; investigating outbreaks; and providing follow-up on reportable diseases. Environmental Health Officers (EHOs) inspect and monitor activities and premises that may affect the public’s health. They advise, inspect, and educate operators of public places like restaurants, daycares, swimming pools, rental properties, and personal service establishments about safe practices that protect the public. Additionally, EHOs protect Nunavummiut from potential rabies exposure, zoonotic disease, and other health risks linked to unsafe drinking water, unsafe housing, and other unsafe conditions in the environment. The emphasis of this unit is to work specifically with the public in ensuring their health and safety.					
Population Health		18,440	18,624	18,624	18,624
Population health supports individuals, groups, and communities to obtain knowledge, skills, and control over decision-making, advocacy, and community mobilization of resources to achieve population health and wellness. The program provides for direct involvement and partnerships of stakeholders in matters pertaining to the delivery of public health programs including: tobacco reduction, food security, school health, maternal and child health, chronic disease and injury prevention, mental wellness, and active living. This program also administers a variety of federally funded health enhancement programs and initiatives.					
Total, Public Health		26,563	26,911	26,932	26,932

Priorities (2023-24)

- Develop and implement a schedule for improvements to public reporting on topics relevant to public health with specific reporting targets.
Status: The legislated biennial report of the Chief Public Health Officer was tabled. A report on sexually transmitted infections (STI) in Nunavut 2011-2021 was made public in summer 2023.
- Bring the new *Tobacco and Smoking Act* into force and deliver tobacco programming and resources to inform Nunavummiut of their responsibilities under the new *Tobacco and Smoking Act*.

Status: The new Tobacco and Smoking Act (TSA) was brought into force on May 31, 2023. Health is continuing implementation through programming and education sessions.

- Finalize the territorial colorectal cancer screening program.
Status: Recruitment of staff for the program is underway. Health is working on the development of cancer surveillance data.
- Enhance community level contact tracing capacity by expanding training and creating positions.
Status: Health continues to work to fill the new Public Health Assistant (PHA) positions. Funding has been secured for the development and delivery of a PHA training program which will include contact tracing.
- Work with our partners to support tuberculosis efforts at tuberculosis elimination.
Status: Community wide tuberculosis (TB) screening took place in Pangnirtung between September and December 2023.

Priorities (2024-25)

- Improve community engagement mechanisms in public health services and programs.
- Enhance public health-related environmental health supports and develop new resources and programming for the territory.
- Evaluate effectiveness of the Baby's Safe Sleep Initiative.
- Conduct a second evaluation of the Nunavut Wellness Agreement.
- Expand the cancer screening program.

Priorities (April to October 2025)

- Plan a baby's safe sleep program.
- Continue expansion of the cancer screening program.

Health Care Service Delivery

The Health Care Service Delivery Branch includes clinical services provided at community and regional health centres, and the Qikiqtani General Hospital. The Branch also provides mental health, long-term care and home and community support services. The Branch strives to provide culturally relevant services through a holistic, patient-centered approach. It also includes territorial health insurance programs that cover hospital services within Nunavut and other jurisdictions, as well as supplementary health benefits and vital statistics. The Branch coordinates referrals to access health care services within Nunavut and other jurisdictions. This Branch also funds physician and specialist services, including rehabilitation services that are accessed both in and out of territory as required. The NIHB program, administered on behalf of the Government of

Canada (Vote 4 funding), is run from this Branch.

Objectives

- To build health care service capacity in Nunavut and ensure access to high quality clinical services to all Nunavummiut.
- To collaborate with other departments to optimize resources in a holistic approach to wellness and wellbeing.
- To work locally to enhance community-based solutions that help families and individuals find the care and supports they need for health and wellness, and support models of wellness and well-being that are grounded in Inuit identity.
- To provide efficient administration of the Nunavut Health Insurance Plan, both in and out of territory, to all Nunavummiut, and to administer the NIHB program on behalf of the Government of Canada.
- To administer vital statistics.
- To incorporate trauma-informed practices in healthcare delivery.
- To expand access for professionals and paraprofessionals to training and education to provide them with necessary qualifications for work in healthcare.
- To expand opportunities, training, and formal recognition for Inuit to provide culturally- and linguistically-relevant programs and services.

Programs Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Professional Practice	1,039	1,348	1,448	1,448
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Professional Practice promotes, establishes, and maintains professional standards and best practices to protect the public and comply with legislation. This division manages the credentialing, registration, and licensing of 12 legislated health professions. It also administers the process of investigations of formal complaints received against licensed health professionals. Provides support to frontline workers and management regarding risk, liability, and professional practices of health professionals in Nunavut.

Mental Health and Addictions	65,322	67,363	67,363	67,363
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Mental Health and Addictions has a mandate to provide a client-centered, comprehensive continuum of care which include assessment, counselling, treatment and referral services to those individuals and families experiencing emotional distress and/or psychiatric disorders. This includes providing support and assistance to communities and groups to better understand and deal effectively with primary, acute, and/or emergency mental health issues, suicide ideations and attempts, self-harming behaviors, high stress, self-esteem, and wellness issues, including addictions that limit personal functioning and well-being.

Note: This program, Mental Health and Addictions reports to the Inuusivut branch of the department.

Home and Community Care	3,992	4,042	4,042	4,042
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Home and Community Care (HCC) offers health related services to Nunavummiut needing care due to illness, poor health, or disability. The objective is to preserve and maximize an individual's

ability to remain independent in the community through case management, nursing, and personal care. This area supports and strengthens family and community involvement in the delivery of care. Services are provided in the clients' preferred languages whenever possible. Most if not all, home making, and personal care service are provided in Inuktitut. The HCC program specifically helps those at risk in communities, as well as works to improve overall health through prevention. The Territorial HCC coordinator participates in national groups and forums in an effort to continue to enhance Nunavut's recognition in Canada and the rest of the world. This program is partially supported by federal funding.

Long-Term Care 10,099 **16,273** 16,273 16,273
Residential Long-term Care services provide 24-hour, 7-day nursing and personal care to Elders and other adults who require nursing care and support.

Medical Transportation 31,977 **31,977** 31,977 31,977
Medical Transportation provides transportation services for eligible patients and escorts from their home community to services within Nunavut and out-of-territory.

Hospital and Physician Services 109,975 **146,600** 140,067 140,067
Hospital Services are those offered in the Qikiqtani General Hospital. This is a 35-bed acute care hospital, providing inpatient services, operating rooms, 24-hour emergency department, 24-hour diagnostic imaging, and laboratory. The facility provides day surgery and emergency surgeries, regular family practice clinics, a rapid access clinic, and a variety of specialist clinics serving Iqaluit and the Qikiqtaaluk region. Support services also include housekeeping, dietary, respiratory therapy, maintenance, and biomedical engineering.

Community Health Centres 69,071 **69,771** 69,771 69,771
Community Health Centres (CHCs) provide access to a range of health care and public health care services. Programs cover a range of services including health promotion, illness prevention, primary care, and emergency treatment services for the populations in communities across Nunavut.

Health Insurance Programs

Vital Statistics 1,717 **1,739** 1,739 1,739
This program records and issues certificates for births, marriages, and deaths that occur in Nunavut. It registers change of name orders, adoptions, additions of fathers' details to birth records, and additions or changes of given names. The unit is also responsible for the management and administration of the Nunavut Health Care Plan and Extended Health Benefits. The program administers NIHB on behalf of Indigenous Services Canada, including vision, oral health, and boarding homes.

Out-of-Territory Hospitals 65,031 **68,031** 68,031 68,031
This program is responsible for the payment of out-of-territory hospital services. When patients with a Nunavut Health Care Card are seen in other provinces, the province reciprocally bills the Department of Health for these services.

Reciprocal Physician Billings 11,419 **11,419** 11,419 11,419

This program covers the following services for Nunavummiut: inpatient services, outpatient services, specialist services, general practitioner services, rehabilitation services (including physiotherapy, occupational therapy, speech therapy and audiology). The program covers the aforementioned services regardless of whether the service is provided to a Nunavut resident within the territory or outside of the territory. Program expenses include the amounts spent to have health professionals from other jurisdictions visit Nunavut to provide services locally.

Oral Health 2,879 **3,492** 3,492 3,492

The Oral Health program provides clinical dental services, including specialist, for all Inuit in all communities across the territory. This is funded in partnership with NIHB, Territorial Health Investment Fund (THIF), and the Department of Health operations' budget. Oral health promotion and treatment for children aged 0-8 years old is provided through the Nunavut Children's Dental Program. In addition, dental therapy services are offered for children in clinics and schools. For those children up to 12 years of age who have serious dental disease, in-hospital dental services are available.

Total, Health Care Service Delivery 372,521 **422,055** 415,622 415,622

Priorities (2023-24)

- Conduct stakeholder consultations on the *Midwifery Act*.
Status: This item has been deferred to 2024-25.
- Develop a pre-consultation plan and begin consultations to support the review of the *Pharmacy Act*.
Status: Pre-consultations are complete.
- Work with Culture and Heritage to develop a schedule and process for annual reviews of programming in continuing care facilities.
Status: Health has partnered with Culture and Heritage on a review of the cultural programming in long-term care facilities in the territory, as well as Embassy West Seniors Living in Ottawa. The first review commenced in September 2023 with ongoing plans for further facility visits and collaboration.
- Review the Health Client Travel Policy to identify opportunities to better support family members visiting residents in continuing care facilities.
Status: Health has conducted an initial review.
- Participate as a member of the Purpose-Built Housing Working Group in a housing need and demand study to identify priority communities for Elders' independent or assisted living units, emergency shelters and transitional housing units; gauge community capacity to provide support services; and develop a business case.
Status: Health has participated in the Purpose-Built Housing Working Group. The working group's main task was to see a housing need and demand study conducted. This has been completed.

- Review current hours of home care operations and required staffing in each community and develop options for expanding hours.
Status: Deferred. Health will be conducting a comprehensive review of the home care program within the 2024-25 fiscal year.
- Continue to work towards enhanced and appropriate in-territory medical infrastructure and medical care for Elders.
Status: The Rankin Inlet long-term care facility is slated to open in Spring 2024 which will provide care to Elders requiring long-term care admission, including those with dementia.
- Complete next accreditation cycle for Iqaluit Health Services.
Status: Iqaluit Health Services successfully completed the accreditation process in Spring 2023.
- Introduce the Health Operations Balanced Score Card, a strategic plan measurement for the Department of Health Operations division.
Status: The first phase of the Health Operations Balanced Score Card is completed.

Priorities (2024-25)

- Complete consultations for the *Pharmacy Act* review.
- Conduct stakeholder consultations on the *Midwifery Act*.
- Undertake a comprehensive review of the home care program including current hours of home care operations and required staffing in each community and options for expanding hours.

Priorities (April to October 2025)

- Conduct an accreditation primer for regional health facilities.
- Continue to work towards full accreditation of regional health centres by implementing recommendations from the accreditation primer.

Financial Summary

Branch	2023-2024 Main Estimates		2024-2025 Main Estimates		2025-2026 Planned		2026-2027 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation and Benefits	29,396	205.00	29,992	205.00	29,915	205.00	29,915	205.00
Grants and Contributions	9,117		9,117		9,117		9,117	
Other O&M	31,977		32,217		32,217		32,217	
Subtotal	70,490		71,326		71,249		71,249	
Public Health								
Compensation and Benefits	18,700	143.70	19,048	144.70	19,069	144.70	19,069	144.70
Grants and Contributions	764		764		764		764	
Other O&M	7,099		7,099		7,099		7,099	
Subtotal	26,563		26,911		26,932		26,932	
Health Care Service Delivery								
Compensation and Benefits	127,828	1,019.30	137,062	1,022.30	130,529	1,022.30	130,529	1,022.30
Grants and Contributions	2,017		2,017		2,017		2,017	
Other O&M	242,676		282,976		283,076		283,076	
Subtotal	372,521		422,055		415,622		415,622	
TOTAL	469,574	1,368.0	520,292	1,372.0	513,803	1,372.0	513,803	1,372.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Health	As at Sept. 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	1,366.20		1,372.00	
Total Filled Positions	688.17	50%	792.00	58%
Total Vacancies	678.03	50%	580.00	42%
Total Inuit	369.50	54%	436.00	55%
Total Executive Positions	4.00		4.00	
Total Filled Executive Positions	4.00	100%	4.00	100%
Total Vacant Executive Positions	-	0%	-	0%
Total Inuit in Executive Positions	-	0%	-	0%
Total Senior-Management Positions	40.00		36.00	
Total Filled Senior-Management Positions	25.00	63%	25.00	69%
Total Vacant Senior-Management Positions	15.00	38%	11.00	31%
Total Inuit in Senior-Management Positions	6.00	24%	4.00	16%
Total Middle-Management Positions	104.00		113.00	
Total Filled Middle-Management Positions	56.00	54%	82.00	73%
Total Vacant Middle-Management Positions	48.00	46%	31.00	27%
Total Inuit in Middle-Management Positions	7.00	13%	18.00	22%
Total Professional Positions	402.00		391.00	
Total Filled Professional Positions	165.00	41%	170.00	43%
Total Vacant Professional Positions	237.00	59%	221.00	57%
Total Inuit in Professional Positions	22.00	13%	27.00	16%
Total Paraprofessional Positions	216.67		203.00	
Total Filled Paraprofessional Positions	97.67	45%	115.00	57%
Total Vacant Paraprofessional Positions	119.00	55%	88.00	43%
Total Inuit in Paraprofessional Positions	27.00	28%	37.00	32%
Total Administrative Positions	599.53		625.00	
Total Filled Administrative Positions	340.50	57%	396.00	63%
Total Vacant Administrative Positions	259.03	43%	229.00	37%
Total Inuit in Administrative Positions	307.50	90%	350.00	88%

Capacity

Health is committed to supporting capacity building and increasing the critical mass of Inuit employees within the health care system.

Health experiences capacity challenges stemming from a labour market where demand greatly exceeds supply, limited access to staff housing, office and operations spaces, and high turnover.

Health recognizes that developing recruitment, retention, and training programs that address Inuit employment, can greatly impact staffing capacity challenges. The Department has worked

collaboratively with its partners to create entry-level paraprofessional mental health and addictions positions throughout the territory. This project will increase the number of Inuit in the workplace through increased opportunities for training and growth for advanced employment through career laddering. Hiring of Inuit staff will also enable more consistent, culturally appropriate mental health services across the territory.

Additionally, Health remains committed to providing support to employees working in Nunavut's health care system through the development of professional development opportunities. This includes orientation for new employees, mentorship opportunities, and delivery of training designed to improve professional practice. The Department's Educational Upgrade Program promotes increased Inuit participation in employment opportunities through a laddering credential approach. Employees enrolled in the Educational Upgrade Program can qualify for higher level positions after completing their studies.

Despite staffing capacity challenges, Health continues to work towards planning, developing, and implementing organizational structures and mechanisms that will increase Inuit representation in the workforce. To achieve priorities in the Department's Inuit Employment Plan, Health recognizes the importance of working collaboratively with its partners. Health is targeting the Inuit employment rate to be 436 out of the 792 filled positions.

Inuit Employment

Priorities (2023-24)

- Health will carry out all targets and commitments as outlined in the separate IEP strategy plan:
 - Continue succession planning opportunities and include these as annual review discussion items for leaders.
Status: Ongoing. There are four individuals currently acting or on transfer assignments to support IEP succession planning.
 - Continue on-going monitoring of educational and on-the-job-training programs.
Status: Ongoing. Health continues to monitor and support on the job training including the Educational Upgrade Program and Basic Radiology Program.
 - Continue promoting health careers through school visits at the primary and high school level.
Status: Delayed for this fiscal year due to operational requirements. Health continues to attend career fairs.
 - Continue to review and identify Inuit who have worked more than 12 months in an available position and complete direct appointments.
Status: Ongoing. To date, there have been six successful in direct appointments this fiscal year.

Priorities (2024-25)

- Health will carry out all targets and commitments as outlined in the separate IEP strategy plan:
 - Continue on-going monitoring of educational and on-the-job-training programs.
 - Continue promoting health careers through school visits at the primary and high school level.

- Continue to review and identify Inuit who have worked more than 12 months in an available position and complete direct appointments.

Priorities (April to October 2025)

- Health will continue to carry out all targets and commitments as outlined in the separate IEP strategy plan:
 - Continue on-going monitoring of educational and on-the-job-training programs.
 - Continue promoting health careers through school visits at the primary and high school level.
 - Continue to review and identify Inuit who have worked more than 12 months in an available position and complete direct appointments.

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**Department of
Family Services**

**Business
Plan**

2024-2026

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CORE BUSINESS

The Department of Family Services consists of five lines of core business:

	Budget (\$000)			
	2023-24	2024-25	2025-26	2026-27
Corporate Management	5,727	5,988	6,053	6,053
Poverty Reduction	8,875	13,059	13,059	13,059
Family Wellness	82,165	92,812	93,833	93,833
Income Assistance	71,270	71,642	71,672	71,672
Career Development	11,437	11,567	11,567	11,567
TOTAL	179,474	195,068	196,184	196,184

Katujjiluta Mandate Actions

The department's responsible for providing leadership for the following mandate commitment of the 6th Legislative Assembly:

- Enable elders to access more country food.

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Develop a comprehensive elder and senior care strategy and implementation plan with broad input from elders, families, communities, and partners.
- Identifying options for housing those without homes in collaboration with communities and partners in poverty reduction.
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.
- Promoting and providing long-term core funding to support and expand effective models for community-led programs and services.
- Reinvesting in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination.
- Re-invigorate health and mental health promotions programs
- Encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.
- Incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.

- Enhance and support school meal programs with community-based partners.
- Increasing opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
- Support improving the efficiency and effectiveness of financial aid for post-secondary learners.
- Enhancing indirect supports for post-secondary learners.
- Prepare and implementing a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
- Increasing training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector.

Corporate Management

Corporate Management provides overall management support to the department and advice to the Minister under the direction of the Deputy Minister. Corporate Management consists of the Deputy Minister, the Associate Deputy Minister, Assistant Deputy Minister, the Corporate Services Division, the Policy and Planning Division and the Poverty Reduction Division. Corporate Management is responsible for coordinating strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination, financial and human resource services and systems support. Corporate Management also leads in the implementation of program performance measurement and evaluation and Inuit Employment Planning.

Objectives

- To use Inuit Societal Values as guiding principles for operating the department.
- To provide overall management support and leadership across the department.
- To provide strategic direction and lead departmental planning and evaluation initiatives.
- To ensure transparency and accountability through financial, administrative and human resource management.
- To support partnerships with Inuit organizations, the federal government, and the private sector and maximize the use of our resources in increasing the well-being of Nunavummiut.
- To support each division in achieving its objectives and strategic priorities.
- To support partnerships which advance the goals and aspirations of Nunavummiut.
- To support action on priorities which are fiscally responsible and meet the needs of Nunavummiut.
- To collaborate with other government departments and agencies on initiatives aimed at achieving the Government's priorities, particularly those related to the promotion of self-reliance and strengthening of Nunavut families.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Directorate		1,323	1,265	1,265	1,265
The Directorate includes the Deputy Minister, the Assistant Deputy Minister, the Executive Director and their support staff. The Directorate is responsible for overall management of the department and for achieving the departmental objectives set out by the Government of Nunavut (GN). The Directorate will ensure that program delivery is structured to reflect Inuit Societal Values.					
Corporate Services		3,141	3,477	3,542	3,542
The Corporate Services Division is accountable for providing financial and human resource services to the department. The Division is responsible for coordinating budget development and control and for the provision of information technology services to the organization.					
Policy and Planning		1,263	1,251	1,251	1,251
The Policy and Planning Division is accountable for coordinating policy development, strategic planning and the development of legislation across the department. The division also provides communication services, and manages the department's response to Access to Information requests.					
Total, Corporate Management		5,727	5,988	6,053	6,053

Priorities (2023-24)

- Undertake community mapping of country food needs.
Status: The Department is working on undertaking an engagement plan that involves meeting with elder committees and individual elder interviews—to address questions in the Mandate plan.
- Consult and identify Elders needs and wishes.
Status: The Department will consult with Elders on their country food needs. The Department is also reaching out to Hunters and Trappers Associations to survey their perspectives and ideas.
- Support the implementation of the Children and Family Services' Case Management System.
Status: The Department conducted a Privacy Impact Assessment on the upcoming software and facilitated two testing events on the various functionalities of the Software. Training seminars were consulted in November 2023.
- Continue to support government efforts to develop a comprehensive Elder and senior care strategy.
Status: The Department continues to contribute to the support of seniors through our senior care programs. This includes \$3M in funding for Senior Supplementary Benefits and Senior Fuel Subsidies.

Department of Family Services

- Continue to support government efforts in promoting and providing long-term core funding to support and expand effective models for community-led programs and services.

Status: The Department continues to fund various organizations to allow for community-led programs and services across Nunavut. This includes:

- *\$8.6M for Family Violence, Social Advocacy and Youth Support Services*
- *\$1M for Labour Market and Career Development Programs*
- *\$6.8M in Poverty Reduction funding initiatives*

The Department is chairing a social-wellness grants and contribution inter-departmental working group to identify opportunities to better coordinate, streamline and improve service delivery through the grants and contribution process and policies.

Priorities (2024-25)

- Initiate a review of records management needs across the department.
- Continue to support government efforts to develop a comprehensive Elder and senior care strategy.
- Continue to support government efforts in promoting and providing long-term core funding to support and expand effective models for community-led programs and services.

Priorities (April to October 2025)

- Finalize review and develop a plan on how to handle records management needs.

Poverty Reduction

The Poverty Reduction Division is mandated to facilitate coordination and collaboration across government departments and with Inuit organizations on strategic approaches to poverty reduction. The division provides recommendations on how programs and policies can be reformed to reduce poverty and works to identify ways to better support community governments and non-profit organizations in their pursuit of community-based solutions to poverty.

Objectives

- To fulfill the department's requirements under the *Collaboration for Poverty Reduction Act*.
- To collaborate with and increase dialogue among Inuit organizations, other government departments and community-based organizations on initiatives aimed at reducing poverty and increasing well-being and self-reliance.
- To bring together partners under a joint commitment and shared accountability to work together and contribute to a shared vision of poverty reduction and reduced food insecurity.
- To identify areas for change in government policy and programming and support implementation of change through research, and advocacy.

- To support community governments and other non-profit organizations that provide emergency shelter, transitional housing and support services to Nunavummiut experiencing homelessness.
- To support capacity building of not-for-profit organizations and community groups.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Poverty Reduction					
Headquarters		1,498	1,518	1,518	1,518

The Poverty Reduction Division monitors, reports upon, and supports the coordination and collaboration of poverty reduction initiatives across government, and with Inuit and other community-based organizations through the *Collaboration for Poverty Reduction Act*. This includes supporting community engagement through the Nunavut Roundtable for Poverty Reduction and the Nunavut Food Security Coalition. Divisional staff undertake program and policy research specific to poverty reduction, make recommendations where reforms are necessary, and work on the development and implementation of targeted poverty reduction initiatives. The division administers food security, homeless shelter and transitional housing, Inunnguiniq, and not for profit capital community funding program.

Emergency Homeless Shelters,

Transitional Housing and Support Services

	6,727	8,627	8,627	8,627
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The Poverty Reduction Division provides contribution funding to community governments and non-profit organizations that provide emergency homeless shelter, transitional housing and supports services to Nunavummiut experiencing homelessness. The department also supports organizations in accessing additional resources for shelter operations and programming, and for strengthening their governance and administration.

Community-based Poverty Reduction Initiatives

	650	2,875	2,875	2,875
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The Poverty Reduction Division provides contribution funding to community governments, non-profit organizations and businesses to support the *Collaboration for Poverty Reduction Act* and the implementation of the five-year poverty reduction action plan prepared by the Nunavut Roundtable for Poverty Reduction. This includes core funding for community-based food organizations and funding to support parent and child development through Inunnguiniq.

Total, Poverty Reduction		8,875	13,059	13,059	13,059
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Priorities (2023-24)

- Continue to implement the Makimaniq framework to reduce homelessness and develop additional resources for safe and affordable housing specific to homelessness shelters, respite services, and transitional housing.

Status: The Department administers shelter and transitional housing initiatives funding, the homeless outreach program and the Canada-Nunavut Housing Benefit. The Department also

guides interested communities through the process of opening shelters including connecting them with partners that provide capital funding.

- Finalize the Makimaniq III 5 year poverty reduction action plan.
Status: The Department is engaging partners to identify priority actions and planning with NTI a community engagement process to inform the new action plan.
- Continue to implement the Food Security Strategy and Action Plan and monitor its progress.
Status: New food security priority actions will be rolled into Makimaniq III. Current priorities include capacity building of community-based food organizations and facilitating two working groups to improve knowledge sharing and coordination of food security research and harvester support programs.
- Continue to support government efforts to enable elders to access more country food.
Status: The Department developed an engagement plan to consult Elders.
- Continue to support government efforts in identifying options for housing those without homes in collaboration with communities and partners in poverty reduction.
Status: The Department continues to administer shelter and transitional housing initiatives funding, the homeless outreach program and the Canada-Nunavut Housing Benefit. The department currently funds five shelters, three transitional housing initiatives and two homelessness initiatives startup programs. The Department also continues to guide interested communities through the process of opening shelters including connecting them with partners that provide capital funding. The Department is currently supporting Gjoa Haven, Rankin Inlet, Baker Lake and Pond Inlet.
- Continue to support government efforts to enhance and support school meal programs with community-based partners.
Status: Worked in partnership with the Department of Education and the Department of Health to support community-based meal programs.
- Evaluate the Inunnguiniq program and ways to better support child rearing programs.
Status: The Department continues to administer its Inunnguiniq Community projects fund. An evaluation of the program and potential ways to expand it are to be undertaken.

Priorities (2024-25)

- Finalize the Makimaniq III 5-year poverty reduction action plan.
- Complete and review the report on the community country mapping of country food needs.
- Continue to evaluate the Inunnguiniq program on ways to better support child rearing programs.
- Implement solutions identified for strengthening the capacity and governance of local non-governmental organizations and community groups.

- Support coordination of Food Security programs and identify options for improved food security.
- Collaborate with the Income Assistance Division to support the legislative process to amend the Income Assistance Act and Regulations.
- Review the results of the consultations with Elders on how to better support government efforts to enable elders to access more country food.
- Implement solutions to reduce homelessness and develop additional resources for safe and affordable housing specific to homelessness shelters, respite services, and transitional housing.
- Continue to support government efforts in identifying options for housing those without homes in collaboration with communities and partners in poverty reduction.
- Continue to support government efforts to enhance and support school meal programs with community-based partners.

Priorities (April to October 2025)

- Continue to implement Makimaniq III 5-year poverty reduction action plan.
- Implement solutions identified for strengthening the capacity and governance of local non-governmental organizations and community groups.
- Support coordination of Food Security programs and identify options for improved food security.
- Collaborate with the Income Assistance Division to support the legislative process to amend the Income Assistance Act and Regulations.
- Continue to support government efforts to enable elders to access more country food.
- Implement solutions to reduce homelessness and develop additional resources for safe and affordable housing specific to homelessness shelters, respite services, and transitional housing. Continue to support government efforts in identifying options for housing those without homes in collaboration with communities and partners in poverty reduction.
- Continue to support government efforts to enhance and support school meal programs with community-based partners.

Family Wellness

The Family Wellness Division provides a range of support services for children who may require protection and adults requiring specialized support. The division assists individuals, families, groups and communities to develop skills and make use of both personal and community resources to enhance their well-being.

The Division will support the Departments of Health, Education, and Culture and Heritage Support reinvesting in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination.

Objectives

- To provide overall leadership and program support across the territory.
- To fulfill the legislative responsibilities inherent in the following statutes: *Child and Family Services Act*, *Adoption Act*, and *Aboriginal Custom Adoption Recognition Act*.
- To protect the rights of children, youth, families, and vulnerable individuals.
- To advocate for the interests of vulnerable members across Nunavut society.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Family Wellness Headquarters		4,388	4,555	5,576	5,576
Family Wellness Headquarters is responsible for interpreting legislation and policy, identifying program gaps and, recommending and drafting policy and legislative changes through consultation with other Government of Nunavut departments. It also ensures territorial participation in all programs and services being developed at the national level and provides training and communications materials for both staff and the general public.					
Child Protection Services		13,317	16,885	16,885	16,885
Child Protection Services ensure the safety and well-being of children and youth by providing essential services. This includes investigations and interventions that are provided by Community Social Services Workers under the <i>Child and Family Services Act</i> .					
Adoption Services		355	55	55	55
Under the <i>Adoption Act</i> , Children and Family Services is responsible for adoptions in the territory. The department provides support to Custom Adoption Commissioners under the <i>Aboriginal Custom Adoption Recognition Act</i> .					
Adult Support Services		975	725	725	725
Adult Support Services provides a range of support services to eligible adults with disabilities.					
Family Violence Services		7,273	6,783	6,783	6,783
Community Social Services Workers (CSSWs) provide family violence intervention services. This may include referral to other services and transportation to a safe location.					

Residential Care (Facility Based)	47,422	55,002	55,002	55,002
Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized care.				
Foster Care	7,245	7,465	7,467	7,465
Provides children and youth with a safe family setting during a time of crisis.				
Youth Support Services	900	900	900	900
Youth Initiatives for support services. This is delivered by providing funding to community led programming across the territory.				
Social Advocacy	590	590	590	590
This program provides Grants and Contributions that support the Qullit Nunavut Status of Women Council, the Nunavummi Disabilities Makinnasuaqtiit Society (NDMS), Rick Hansen Foundation, Women’s Initiatives Grants, and Men and Boys’ Initiatives Grants.				
Total, Family Wellness	82,165	92,812	93,833	93,833

Priorities (2023-24)

- Build capacity within the quality assurance program to increase compliance with standards and support frontline staff in service delivery.
Status: A new PY was created for Territorial Manager of Quality Assurance who will oversee the program to support compliance issues related to our standards.
- Continue to support government efforts in reinvesting in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse.
Status: The department completed a Child Abuse and Neglect Response Protocol (CANRA) handbook that provides guidance for schools and frontline staff interacting with at-risk youth.
- Support government efforts to re-invigorate health and mental health promotions programs.
Status: There is a commitment to supporting United for Life partners in renewing the Nunavut Suicide Prevention Strategy Action Plan. The emphasis is on fostering a multi-departmental response to suicide prevention and postvention initiatives, fostering collaboration across various departments.
- Begin the process to review and make suggested changes to *Adoptions Act* and formalize Inuit custom adoption practices in legislation.
Status: The department continues to review the Adoption Act.

Priorities (2024-25)

- Initiate review of Family Wellness service framework.
- Begin implementation of the Family Wellness Strategic Plan.

Department of Family Services

- Support the ongoing introduction, implementation, and monitoring of our new Case Management system.
- Conduct a systemic review and revision of current standards and procedures to support culturally respectful interventions within Family Wellness, delivering a hybrid training model, (online and in person) for Family Wellness staff (Clerk Interpreters, Case Aids, Family Resource Workers and Community Social Service Workers) to support staff capacity and professional development.
- Continue to provide enhanced support to Community Liaison Officers (CLO) in the southern regions to strengthen review of support services in the southern regions (Edmonton, Ottawa, Winnipeg, Yellowknife).
- Implement an effective recruitment strategy to fill Community social workers vacancies throughout the entire territory.
- Supporting the Gender Based Violence programs through recent funding support from the federal government. Support will increase programming development around prevention and postvention for victims of Gender Based Violence
- Continue to increase awareness of Family Wellness Programs among our community partners through the completion of information sessions held within regional offices and the community.
- Continue to review proposed amendments to *Adoptions Act* and formalize Inuit custom adoptions practices in legislation.

Priorities (April to October 2025)

- Increase data management process capacity, including computer-based file management.
- Continue with the implementation and monitoring of the Family Wellness Strategic Plan.
- Finalize legislative proposal to make amendments to *Adoptions Act*.

Income Assistance

Income Assistance Division assist Nunavummiut in achieving their goals for independence and self reliance. Income Assistance includes a variety of benefit programs that provide various levels of financial assistance to people 18 and over and their dependents. The division provides overall policy direction, program development, and advice to various levels of staff who deliver Income Assistance programs across Nunavut.

Objectives

- To identify, review and evaluate policies and procedures surrounding the delivery and administration of income assistance programs in Nunavut.
- To ensure that income assistance programs are delivered in a manner consistent with the *Income Assistance Act*, the *Financial Administration Act*, the *Access to Information and Protection of Privacy Act* and other statutes and policies relating to the delivery of the programs in Nunavut.
- To provide financial and other support to satisfy basic needs for shelter, food, and clothing and to assist in the transition towards employment.
- To identify the need for referral and to facilitate the referral process for persons requiring information and/or access to other government or agency programs.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Income Assistance

Headquarters Office		1,592	1,618	1,618	1,618
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The Income Assistance headquarters office is tasked with policy and legislative development, identifying program gaps, developing, and maintaining computer systems to capture expenditures and trends for all Income Assistance programs delivered in Nunavut. The division is also responsible for developing and updating publications that explain the various Income Assistance programs available in Nunavut.

The division develops materials to aid in the statutory training of Income Assistance Workers and for the Nunavut Income Assistance Appeal Committee and Board. The office represents Nunavut on a multitude of federal/provincial/territorial working groups to ensure full participation in all programs and services being developed at the national level.

Divisional headquarters is also responsible for assisting and completing program audits to ensure the *Income Assistance Act*, regulations, policies and procedures, and other related statutes are adhered to in the delivery of Income Assistance programs. Activities include monitoring of electronic assessments and the completion of on-site reviews and audits of individual client files and income assistance offices. Program audits help to facilitate consistency and enhance program effectiveness and accountability. The Senior Compliance Analyst works closely with the three regional Income Assistance offices and Corporate Services to conduct audits.

Community Delivery		60	60	60	60
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Contribution funding administered by the Qikiqtani regional Income Assistance office is provided to one community to deliver the income assistance program on behalf of the Government of Nunavut. Hamlet staff hired to deliver the program must adhere to the *Income Assistance Act* and Regulations, as well as policies and procedures established by the department.

Administration – Regional		6,199	6,488	6,518	6,518
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Three regional Income Assistance offices are responsible for staff that administer and deliver Income Assistance programs.

Senior Citizen

Supplementary Benefit	2,706	2,706	2,706	2,706
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Governed by the *Senior Citizens Benefit Act*, low-income seniors in Nunavut who qualify for the federal Guaranteed Income Supplement will receive the Nunavut Senior Citizens Supplementary Benefit. This is a co-managed payment program with the federal government and is included on the monthly Old Age Security cheque.

Income Support Delivery System	250	250	250	250
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This system administers and manages all the income assistance programs and their delivery in every community in Nunavut. This item provides for the ongoing development, testing, implementation and maintenance of such systems.

Income Assistance Payments	59,308	59,308	59,308	59,308
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Income Assistance Workers guided by the *Income Assistance Act* and regulations deliver social assistance in all Nunavut communities. This program is means tested and provides various levels of financial support to people age 18 and over, and their dependents, to meet basic needs for food, shelter, utilities and fuel.

Day Care Subsidy	477	477	477	477
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This program provides a subsidy to assist low-income families to access day care for their children so they can attend school or work outside of the home. The program is means-tested.

Seniors Fuel Subsidy	478	478	478	478
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This program provides a subsidy for the high cost of home heating fuel to homeowners aged 60 and over. The program is income tested.

Senior Burial Benefit (South Baffin)	200	200	200	200
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The Senior's Burial Benefit provides financial support to bereaved families in covering the burial costs of Senior Citizens/Elders who receive the Senior Citizen Supplementary Benefit across Nunavut.

Total, Income Assistance	71,270	71,642	71,672	71,672
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Priorities (2023-24)

- Prepare revisions to the Income Assistance Act and Regulations and implement recommendations from the Guaranteed Basic Income feasibility study.
Status: The department is reviewing the Guaranteed Basic Income feasibility study and is conducting research on appropriate and innovative approaches to a potential Guaranteed Basic Income.
- Develop and pilot training and cross-training matrix for Income Assistance Workers.
Status: The division has developed an online training program specific for Income Assistance Workers and continues to explore opportunities for cross-training.
- Continue to support government efforts to encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.

Status: The processes for elders accessing support has been simplified and the department continues to provide the Senior Fuels Subsidy and the Senior Citizen Supplementary Benefit.

Priorities (2024-25)

- Continue the assessment of the Guaranteed Basic Income feasibility study and the work towards the completion of options for a Guaranteed Basic Income Program.
- Continue to review the Income Assistance Act and Regulations.
- Continue to support government efforts to encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.

Priorities (April to October 2025)

- Explore additional options for strengthening one-client one plan approach.
- Finalize and assess options in collaboration with Government of Nunavut departments and agencies on a Guaranteed Basic Income Program.

Career Development

Career Development researches, develops and implements a coordinated plan for career and labour market training programs. Emphasis is placed on working with partner organizations including the federal government, Inuit organizations, Nunavut Arctic College, the private sector and not-for-profits. Through these partnerships, Career Development develops more accurate labour market information and designs and delivers labour market interventions that support the development of Nunavut's labour force. Particular emphasis is placed on interventions to improve Inuit participation and success in the labour force. The Division is responsible for developing a coordinated client sponsorship approach for adult training that involves developing, implementing and supporting case management systems intended to support Career Development programs and projects.

The Apprenticeship Certification Unit is responsible for administering the apprenticeship and trade qualification processes and ensuring that apprentices and trade qualifiers meet all standards of knowledge and experience. Career Development Officers and Apprenticeship Officers provide career counselling and funding supports for apprentices.

Objectives

- To increase the number of Nunavummiut who gain employment in their chosen field through the provision of effective career services.
- To increase the number of Nunavummiut accessing employment based training opportunities, including trades programs.
- To provide financial and other supports (such as career counselling) to those who are not

participating in the labour market and support their transition to training and ultimately employment and self-reliance.

- To identify employment barriers and facilitate the referral of individuals to programs that act to remove those barriers.
- To collect and provide labour market information to ensure that education and training in the territory aligns with the labour market.
- To provide policy direction for program development and related certification of trades apprenticeship in Nunavut.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Career Development HQ		901	915	915	915
<p>Career Development researches, develops and implements a coordinated approach to the delivery of labour market training programs, including apprenticeship. Programs are designed to meet the needs of Nunavut's labour force and link Nunavummiut to sustainable jobs. Career Development works with partner organizations, such as the Government of Canada, Inuit organizations, Nunavut Arctic College, industry, private sector, and not-for-profit organizations who assist in the delivery of programs. Accurate labour market information is required to design and deliver labour market interventions that support the development of Nunavut's labour force, particularly Inuit participation in the labour force.</p>					
Nunavut Apprenticeship		472	478	478	4
<p>Nunavut Apprenticeship is comprised of the Director of Career Development as the Director of Apprenticeship, the Nunavut Apprenticeship, Trade and Occupations Certification Board (NATOC) and the Apprenticeship Certification Unit (ACU). The ACU is responsible for the administration and monitoring of apprenticeship, trade and occupations certification. The Unit is also responsible for developing and delivering apprenticeship-related training to regional staff and acts as a liaison with industry and technical training providers. The Unit is responsible for the development of promotional and communication materials for staff and the general public related to apprenticeship, trade and occupations certification. The Certification Unit is composed of a Supervisor and two Certification Officers who report to the Manager of Labour Market Programs.</p>					
Regional Offices		4,089	4,202	4,202	4,202
<p>The three regional offices are accountable for the administration and delivery of a range of labour market related programs and services such as: Employment Assistance Services, Training on the Job, and Adult Learning and Training Supports. These programs are delivered using labour market data provided by Statistics Canada, the Nunavut Bureau of Statistics and through a network of partnerships and feedback from clients, other organizations, and the private sector.</p>					
Adult Labour Market Programs		4,975	4,915	4,915	4,915
<p>Adult Labour Market Programs funds both financial support for clients to participate in non-post-secondary employment training programs and targeted training programs to serve particular groups of clients or to meet specific territorial training needs. Any non-post-secondary education or training program that leads directly to employment or to better employment will be considered for funding.</p>					

Labour Market Agreement	1,000	1,000	1,000	1,000
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This program contributes towards the funding of programming and services to assist people who face persisted barriers to employment, people who are unemployed/underemployed and youth who are not attending school. Funding may be distributed to organizations to provide programming and services that will positively impact the lives of Nunavummiut and assist with helping them remain and/or enter the workforce.

Total, Career Development	11,437	11,567	11,567	11,567
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Priorities (2023-24)

- Launch the Certification by Attestation program mandated in the Apprenticeship and Certification Act.
Status: The department is reviewing the Apprenticeship and Certification Act and its Regulations.
- Continue to support government efforts to improve the efficiency and effectiveness of financial aid for post-secondary learners by reviewing and updating Adult Learning/Training Supports Program.
Status: The department is in the final stages of updating the Adult Learning and Training Supports program and is on schedule to implement in 2024.
- Continue to implement programs and services directed at youth, persons with disabilities, and women.
Status: Several youth programs were offered including land-based, essential skills and computer literacy programming. The division also provided programming for persons with disabilities in job coaching supports, formalized programming, and support for successful employment and training.
- Continue to support government efforts to prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
Status: The division worked closely with community stakeholders, businesses and organizations and offer specialized programming based on needs in each community. This was completed through micro-grants, Nunavummi Nangminiaqtunik Ikajuuti (NNI), targeted labour market programming and the grant for Nunavut employers.
- Continue to incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.
Status: Career Development continues to develop the Tulliniliara Reading Series that informs readers about jobs in their community and provides opportunities for readers to consider their own interests and skills when thinking about future employment.
- Continue to support government efforts to increasing opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
Status: Career Development Officers visited schools, organized career fairs and provide employment counselling in all communities. Career Development delivered the Hamlets

Employing Youth programming throughout the Territory, Summer Employment for Nunavut Students program as well as supporting Skills Canada Nunavut.

- Continue to support government efforts in preparing and implementing a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.

Status: Career development continues to support and provide advice and subject matter expertise through several working groups including the Economy and Environmental and Advisory Group, Nunavut 3000 Working Group, regular meetings with Regional Inuit Organizations, Mine Training Strategy and Nunavut Arctic College.

- Continue to support government efforts to increasing training for employment in various sectors in partnership with Inuit organizations and the private sector.

Status: Career Development continues to support and engage with stakeholders through the Targeted Labour Market Program, Career Development to deliver programming related to trades, literacy and essential skills, computer literacy, driver training, mine training, skills development, and pre-employment training.

- Continue to support government efforts to enhance indirect supports for post-secondary learners.

Status: Career development continues to support and provide advice on the Adult Learning and Training Supports program that assisted Nunavummiut with post-secondary education, housing, training allowances as well as tuition, and learning materials. Career Development continues to work with the Department of Education on the Nunavut Adult Learning Strategy (NALS) to improve the delivery of adult learning.

- Support government efforts to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.

Status: Career development continues to support and provide advice and subject matter expertise as needed. The Adult Learning and Training Supports program assisted Nunavummiut with post-secondary education, housing, training allowances as well as tuition, and learning materials. Career Development Officers provided counselling supports and linkage to tutoring services.

Priorities (2024-25)

- Implement formal training program for Career Development Officers and Apprenticeship Officers.
- Continue to support government efforts to prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Continue to support government efforts to increasing opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.

- Continue to incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.
- Continue to support government efforts to improve the efficiency and effectiveness of financial aid for post-secondary learners by reviewing and updating Adult Learning/Training Supports Program.
- Continue to support government efforts in preparing and implementing a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
- Continue to support government efforts to increasing training for employment in various sectors in partnership with Inuit organizations and the private sector.
- Continue to support government efforts to enhance indirect supports for post-secondary learners.
- Support government efforts to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.

Priorities (April to October 2025)

- Establish processes for designating a trade as a Compulsory Certification trade as per the *Apprenticeship and Certification Act*.

Financial Summary

Branch	2023-2024		2024-2025		2025-2026		2026-2027	
	Main Estimates		Main Estimates		Planned		Planned	
	(\$000)	PYs	(\$000)	PYs	(\$000)	PYs	(\$000)	PYs
CORPORATE MANAGEMENT								
Compensation and benefits	5,159	33.0	5,422	39.0	5,487	39.0	5,487	39.0
Grants and contributions	-		-		-		-	
Other operations and maintenance	568		566		566		566	
Subtotal	5,727		5,988		6,053		6,053	
FAMILY WELLNESS								
Compensation and benefits	15,585	109.6	18,730	136.6	19,751	136.6	19,751	136.6
Grants and contributions	7,905		7,905		7,905		7,905	
Other operations and maintenance	58,675		66,177		66,177		66,177	
Subtotal	82,165		92,812		93,833		93,833	
INCOME ASSISTANCE								
Compensation and benefits	7,253	58.0	7,625	59.0	7,655	59.0	7,655	59.0
Grants and contributions	63,225		63,225		63,225		63,225	
Other operations and maintenance	792		792		792		792	
Subtotal	71,270		71,642		71,672		71,672	
CAREER DEVELOPMENT								
Compensation and benefits	4,781	43.0	4,911	43.0	4,911	43.0	4,911	43.0
Grants and contributions	5,715		5,715		5,715		5,715	
Other operations and maintenance	941		941		941		941	
Subtotal	11,437		11,567		11,567		11,567	
POVERTY REDUCTION								
Compensation and benefits	1,424	11.0	1,483	11.0	1,483	11.0	1,483	11.0
Grants and contributions	6,836		6,836		6,836		6,836	
Other operations and maintenance	615		4,740		4,740		4,740	
Subtotal	8,875		13,059		13,059		13,059	
TOTAL	179,474	254.6	195,068	288.6	196,184	288.6	196,184	288.6

Inuit Employment Plan

Departmental Inuit Employment Targets				
Family Services	As at Sept. 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	251.73		288.6	
Total Filled Positions	167.16	66%	205.53	71%
Total Vacancies	84.57	34%	83.07	29%
Total Inuit	102.16	61%	135.53	66%
Total Executive Positions	4		4	
Total Filled Executive Positions	2	50%	3	75%
Total Vacant Executive Positions	2	50%	1	25%
Total Inuit in Executive Positions	1	50%	2	67%
Total Senior-Management Positions	14		14	
Total Filled Senior-Management Positions	10	71%	10	71%
Total Vacant Senior-Management Positions	4	29%	4	29%
Total Inuit in Senior-Management Positions	4	40%	4	40%
Total Middle-Management Positions	25		25	
Total Filled Middle-Management Positions	17	68%	17	68%
Total Vacant Middle-Management Positions	8	32%	8	32%
Total Inuit in Middle-Management Positions	9	53%	9	53%
Total Professional Positions	90		115	
Total Filled Professional Positions	65	72%	94	82%
Total Vacant Professional Positions	25	28%	21	18%
Total Inuit in Professional Positions	19	29%	45	48%
Total Paraprofessional Positions	97.63		108	
Total Filled Paraprofessional Positions	59.63	61%	67	62%
Total Vacant Paraprofessional Positions	38	39%	41	38%
Total Inuit in Paraprofessional Positions	55.63	93%	61	91%
Total Administrative Positions	21.10		22.60	
Total Filled Administrative Positions	13.53	64%	14.53	64%
Total Vacant Administrative Positions	7.57	36%	8.07	36%
Total Inuit in Administrative Positions	13.53	100%	14.53	100%

Capacity

Since inception, the department has consistently built capacity while maintaining its levels of Inuit representation. The department experiences similar capacity challenges that other departments and organizations with Nunavut-wide operations face. These issues include a labour market where demand greatly exceeds supply, limited access to office and operations spaces, and high turnover.

These challenges are manageable obstacles, and the department believes that Inuit representation can be further improved upon in this environment.

The Department of Family Services is working hard to plan, build, and implement policies, organizational structures and mechanisms that will increase Inuit representation amongst the workforce. Achieving some of the department's objectives will require working with other departments and Nunavut organizations. The department believes it can achieve its expectations by working hard on Inuit employment goals and working collaboratively with partners.

The department is currently developing three major Inuit employment opportunities that will greatly improve its Inuit representation in the Professional, Middle Management and Senior Management roles.

Inuit Employment Plans

March 31, 2025 Inuit Employment Target Positions

- The Department of Family Services plans to fill 33.37 target positions with Inuit.

Priorities (2023-24)

- Continued and renewed focus on internship possibilities for the department including consideration of retiring employees.

Status: The department continues its focus on identifying positions suitable for internship and encourages senior managers to plan for such opportunities. The Department has identified two positions this year, 1 managerial and 1 director level for the internship program.

- Additional focus on PY business case additions to support long-term casuals to indeterminate employment status.

Status: For 2023-24, the department was given approval on its business case to increase 11 Income Assistance Worker positions from part time to full time PY's. This resulted in a PY increase of 5.77. The department also submitted business cases for the creation of new PY's to address our need for more frontline staff.

Priorities (2024-25)

- Identify employees for and encourage career broadening opportunities through professional development.
- Development and extension of training opportunities and budget within the department.

Priorities (2025-26)

- Continued focus on reducing the number of vacant positions in the department and ensuring new positions are targeted for Inuit Employment.
- Renewed focus and upbuilding the partnership with the Nunavut Arctic College to increase the number of applicants and graduate to the Social Worker program.

Department of Environment

Business Plan

2024-2026

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CORE BUSINESS

The Department of Environment has the lead responsibility in the Government of Nunavut for ensuring the protection, promotion and sustainable use of natural resources in Nunavut through the management of the environment, wildlife and parks. The department has the lead responsibility for establishing climate change adaptation and mitigation programs for Nunavut. The department delivers a wide range of regulatory and program functions and implements specific statutory and legal obligations of the government, including a number of commitments under the *Nunavut Agreement*.

The Department of Environment takes an integrated approach to sustainable resource management by focusing on wildlife, environmental protection, as well as parks and special places. Careful management of our resources including land, water, and air will help ensure healthy communities in Nunavut.

In order to achieve this, the Department of Environment is divided into five lines of business:

	Budget (\$000)			
	2023-24	2024-25	2025-26	2026-27
Corporate Management	5,875	6,382	6,382	6,382
Wildlife Operations	8,676	8,779	8,779	8,779
Wildlife Research	5,154	5,172	5,172	5,172
Parks and Special Places	2,591	3,543	3,543	3,543
Environmental Protection	3,613	3,651	3,651	3,651
TOTAL	25,909	27,527	27,527	27,527

KATUJJILUTA

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction by:
 - Work closely with Nunavut Housing Corporation /Community and Government Services to support the potential for alternative building technologies with an emphasis on energy-efficient and climate-friendly construction. Climate Change Secretariat will schedule quarterly exploratory meetings with the leads of the appropriate departments and agencies.
 - Continue to work closely with Nunavut Housing Corporation/Community and Government Services to support the potential for alternative building technologies with an emphasis on energy-efficient and climate-friendly construction. This could

include but is not limited to matching programs with federal funding opportunities.

- Continue to work closely with Nunavut Housing Corporation/Community and Government Services to support the alternative building technologies with an emphasis on energy-efficient and climate-friendly construction.
- Enhance Support for Harvesters by:
 - Enhance Support for harvesters by re-examining the wolf incentive program for further incentives.

Corporate Management

Corporate Management Branch is comprised of the Directorate Division, the Policy, Planning and Legislation Division, the Corporate Services Division, and the Climate Change Secretariat.

The Directorate is responsible for overall management and direction of the Department of Environment and includes the offices of the Deputy Minister and Assistant Deputy Minister. The Directorate provides leadership to the department and ensures programs and services delivered by the department reflect the priorities of the government. The Directorate is also responsible for leading the incorporation of Inuit Societal Values into all department activities.

The Policy, Planning and Legislation Division is responsible for integrating and coordinating policy, legislation development, and planning functions of the department, and providing advice on policy and strategic direction to the Directorate, as required. The division works to ensure effective communications within the department, the Government of Nunavut and with Nunavummiut, as well as with national and international audiences. The division also develops environmental education materials and coordinates many departmental outreach initiatives.

The Corporate Services division provides overall support to the department and ensures that all programs and services are effectively managed. It ensures that the financial and human resources operations of the Department of Environment are carried out in accordance with the policies and procedures of the department and the Government of Nunavut.

The Climate Change Secretariat is guided by: *Upagiaqtavut* - the Government of Nunavut's climate change adaptation strategy; the *Pan-Territorial Adaptation Strategy*; and the clean energy-related aspects of *Ikummatiit* - the Government of Nunavut's energy strategy, as they relate to Nunavut's commitments on climate change adaptation and mitigation. Climate Change Secretariat builds public awareness around the impacts of climate change and establishes territory-wide outreach activities. Climate Change Secretariat supports national and international initiatives on climate change and promotes awareness of Inuit Qaujimagatuqangit of climate change and its integration into decision-making in Nunavut.

Objectives

- Provide strategic direction, support, guidance, and financial accountability to departmental operations in the delivery of our programs and services.

- Coordinate departmental work that supports government-wide priorities.
- Work with other departments to incorporate climate change adaptation and mitigation into government decision-making.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Directorate		893	919	919	919
The Directorate Division is responsible for overall management and direction of the Department of Environment.					
Policy, Planning and Legislation		1,236	1,232	1,232	1,232
Policy, Planning and Legislation Division oversees all corporate planning, legislation, and policy development along with associated research, communications and public education.					
Corporate Services		2,391	2,435	2,435	2,435
Corporate Services Division provides a full range of support services to the department in the areas of financial services and management, business planning, human resource services, staff development, retention, and training.					
Climate Change Secretariat		1,355	1,796	1,796	1,796
The Climate Change Secretariat is responsible for establishing climate change adaptation and mitigation programs, policies, and resources for the Government of Nunavut.					
Total, Corporate Management		5,875	6,382	6,382	6,382

Priorities (2023-24)

- Review the existing territorial climate change strategies and determine next steps for updating.
Status: The department has reviewed the existing territorial climate change strategies and have determined that it is outdated. We hope to establish a committee of varied Government of Nunavut departments and public corporations, as well as Nunavut Tunngavik Inc to help guide the development of this new strategy.
- Finalize Nunavut-wide risk assessment of climate change impacts.
Status: Ongoing. The department has been working on a government-wide climate change risk and resiliency assessment. Community engagement is planned for early 2024 with sessions planned for Iqaluit, Cambridge Bay, and Baker Lake.
- Begin recruitment of second cohort of Climate Change Youth Advisory Committee members.
Status: The department recruited a second cohort of the Climate Change Youth Advisory Committee. A total of seven members currently sits on the committee. The committee meets bi-weekly.
- Develop the resources and modules for the Nunavut Trapper Education Program.
Status: Ongoing. Modules and resources are currently under development. Draft modules and resources are in the editing stages.

- Promote and encourage participation in home renovation, retrofit, and continue to support community-based alternative energy projects.
Status: The department continues to meet with Nunavut Housing Corporation and Qulliq Energy Corporation to discuss how to best promote and encourage participation in these initiatives. The department is working towards awareness campaigns for the promotion of Renewable Energy Support Programs and will be targeting communities with low program uptake. The department also is working collaboratively with the Arctic Renewable Society to secure funding to conduct home energy auditing.
- Support communities to identify risks and implement infrastructure resiliency.
Status: Ongoing. The department provides support to interested communities on community energy planning. In addition, the department is working with the Nunavut Association of Municipalities (NAM) to support the development of a Nunavut-specific climate change guidebook.
- Continue to work closely with NHC/CGS to support the potential for alternative building technologies with an emphasis on energy-efficient and climate-friendly construction. This could include but is not limited to matching programs with federal funding opportunities.
Status: Ongoing. The department continues to engage with Nunavut Housing Corporation/Community and Government Services on energy efficiency and the potential for alternative building technologies.
- Provide input on the development of the Canada Green Buildings Strategy;
Status: Ongoing. The department continues to engage with NHC, CGS and Canada on the Canada Green Building Strategy. We continue to discuss the unique challenges of implementing green improvements to building houses in Nunavut.

Priorities (2024-25)

- Begin work on updating the territorial climate change strategies.
- Finalize Nunavut-wide risk assessment of climate change impacts.
- Continue to support communities to identify risks and implement infrastructure resiliency.
- Continue to develop the resources and modules for the Nunavut Trapper Education Program.
- Collaborate to ensure that the department is sufficiently staffed to take on the workload.
- Continue to support youth and climate change initiatives.
- Analyse risk assessment outcomes to identify priority areas for adaptation action.
- Develop a framework for implementing territorial energy priorities.

- Continue to work closely with Nunavut Housing Corporation/Community and Government Services to support the alternative building technologies with an emphasis on energy-efficient and climate-friendly construction.

Priorities (April to October 2025)

- Finalize the resources and modules for the Nunavut Trapper Education Program.
- Build mentorship opportunities for youth into the Climate Change Secretariat.
- Increase public awareness of climate change in Nunavut.
- Liaise with GN Departments and Agencies on exploring priority areas for adaptation action.
- Identify new funding opportunities for clean energy projects.
- Continue to work closely with NHC/CGS to support alternative building technologies with an emphasis on energy-efficient and climate-friendly construction.
- Continue work on updating the territorial climate change strategies.

Wildlife Operations

Wildlife Operations division has a legislated mandate for the management of terrestrial wildlife species in Nunavut. In addition to the *Wildlife Act*, Wildlife Operations is responsible for fulfilling The Government of Nunavut’s responsibilities under a wide range of federal legislation and both national and international agreements and conventions.

Objectives

- Meet national and international obligations.
- Provide support and resources to co-management partners and harvesters.
- Ensure legislative and regulatory compliance through education and enforcement.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Wildlife Operations		6,805	6,908	6,908	6,908

Wildlife Operations coordinates all wildlife management functions. It covers the delivery of wildlife management responsibilities at the community level through a network of conservation officers to ensure wildlife laws and regulations are followed. This program also serves as the main link to communities on a variety of other programs relating to use of renewable resources.

Hunters and Trappers Organizations	438	438	438	438
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This contribution program provides core operating funding to each of Nunavut’s 25 community-based Hunters and Trappers Organizations to allow them to serve an active role, alongside the government in the local management of renewable resources.

Regional Wildlife Boards	223	223	223	223
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This contribution program involves provision of core operating funding to each of Nunavut’s three Regional Wildlife Board.

Wildlife Community Support Grants and Contributions	315	315	315	315
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This area is the *Wildlife Damage Prevention Contribution Program* as well as three other grants programs: *Active Harvest Program*, *Disaster Compensation*, and *Wildlife Damage Compensation*. These four programs serve to support individuals and organizations involved in the harvesting and management of wildlife in Nunavut.

Seal and Fur Programs Policy	395	395	395	395
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The Seal and Fur Programs Policy provides support for individuals and organizations involved in the harvesting of Nunavut’s seal and furbearers. This area provides funding through its three initiatives, Fur Assessment and Advance, Fall Incentive, and Sealskin Purchasing.

Wolf Sample Collection Program	500	500	500	500
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The Wolf Sample Program provides compensation and support for harvesters who provide wolf sample submissions. This program provides funding for samples to be collected and paid for directly from the local Wildlife Offices across Nunavut.

Total, Wildlife Operations	8,676	8,779	8,779	8,779
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Priorities (2023-24)

- Develop a Wildlife Guardian training program, to promote and provide employment opportunities within this field for Nunavummiut.
Status: The development of the Wildlife Guardian training program is in its final stages with input and feedback from Conservation Officers, Regional Managers, and the current Wildlife Guardians.
- Conduct a review of training standards for enforcement officers in line with national statutory regulations.
Status: Ongoing. The department is ensuring that Conservation Officers are in-line with national statutory regulations.

Priorities (2024-25)

- Conduct a review of training standards for enforcement officers in line with national statutory regulations.
- Update and reintroduce seal skin and wild fur grading training for all departmental staff.
- Implement the Wildlife Guardian training program, to promote and provide employment opportunities within this field for Nunavummiut.

Priorities (April to October 2025)

- Finalize the Wildlife Guardian training program, to promote and provide employment opportunities within this field for Nunavummiut.

Wildlife Research

The Wildlife Research Division is responsible for overseeing scientific research, wildlife monitoring, and the collection, and analysis of Inuit Qaujimagatuqangit and Inuit Societal Values research. The division uses the scientific and traditional knowledge gathered to develop management plans, regulations, and conservation recommendations.

Objectives

- Provide up-to-date information from various sources, including in-house scientific research and Inuit Qaujimagatuqangit, to co-management partners in order to make responsible wildlife management and land use decisions.
- Develop wildlife management plans with co-management partners in order to protect wildlife populations.
- Meet national and international obligations.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Wildlife Research		5,114	5,132	5,132	5,132
Wildlife Research includes scientific research, wildlife monitoring and the collection, and analysis of Inuit Qaujimagatuqangit and Inuit Societal Values research. Development of management plans, regulations, and conservation recommendations for consideration by the Nunavut Wildlife Management Board are achieved through extensive community and stakeholder consultations.					
Wildlife Research works with Hunters and Trappers Organizations, Regional Wildlife Organizations, Nunavut Wildlife Management Board, territorial parks co-management committees, as well as national and international management bodies. This section also reviews land use applications, monitors land use impacts, and develops recommendations with respect to wildlife and wildlife habitat.					
Research Contributions		40	40	40	40
This area is two contribution programs each supporting a specific organization. These organizations are the Beverly-Qamanirjuaq Caribou Management Board and the Canadian Wildlife Health Cooperative.					
Total, Wildlife Research		5,154	5,172	5,172	5,172

Priorities (2023-24)

- Continue to survey the Lancaster Sound polar bear subpopulation to estimate distribution and abundance.

***Status:** The survey was completed at the end of March 2023. Data analysis is underway. The results will be shared with co-management partners once available.*

- Begin planning stage of Baffin Island Caribou Abundance Survey.
***Status:** Ongoing. Composition and telemetry field programs designed to support survey efforts were successfully completed spring of 2023. Results from these studies will be used to plan a survey for the 2024 field season.*
- Survey the Qamanirjuaq caribou herd.
***Status:** The survey was conducted in late 2022 and analyzed thought-out 2023/24. Results are anticipated to be shared with co-management partners in Spring 2024.*
- Survey the Dolphin and Union caribou herd.
***Status:** Completed in 2023. Reports are being finalized. Results will be shared with co-management partners once available.*
- Initiate a survey of the Foxe Basin polar bear sub-population to estimate distribution and abundance.
***Status:** Ongoing. The survey proposal will be submitted in Winter 2023 with the survey proposed for the 2024 field season.*

Priorities (2024-25)

- Begin planning stage of Baffin Island Caribou Abundance Survey.
- Finalize survey of the Kitikmeot region grizzly bear to estimate distribution and density.
- Conduct Beverly Caribou Herd Abundance Survey.
- Conduct MX/07survey - Kitikmeot region.

Priorities (April to October 2025)

- Survey South Hampton Island Caribou.
- Initiate planning for Baffin Bay Polar bear survey.

Environmental Protection

The Environmental Protection (EP) Division is responsible for the protection of people and natural spaces of Nunavut. The division is divided into three sections: Environmental Compliance section, Land Use and Environmental Assessment section, and Environmental Science section.

The division enforces Nunavut's environmental acts and regulations, primarily the *Environmental Protection Act*. The division develops environmental guidelines to educate the public and industry about their responsibilities under the legislation. The division is responsible for coordinating the

territorial government in relation to land use planning and for coordinating the department’s participation in the environmental assessment process in accordance with the Nunavut Impact Review Board. The division is responsible for inspection and investigation of residential oil tanks and responding to spills. The division manages the contaminated sites inventory for the Government of Nunavut and oversees waste management and diversion efforts as well as conducting targeted environmental monitoring throughout the territory.

Some of the key functions of the Environmental Protection Division include the following:

- Ensure legislative and regulatory compliance through inspections, education, and enforcement.
- Reduce the number of residential oil spills in the Territory.
- Work with stakeholders, industry, the public, government, and other territorial organizations to minimize negative impacts of resource development projects on the environment.
- Coordinate the government of Nunavut’s participation in negotiation and implementation of land use planning in Nunavut.
- Conduct investigation and monitoring of contaminated sites throughout Nunavut.
- Maintain contaminated sites liabilities inventory for the GN.
- Conduct air quality monitoring for the Territory in collaboration with Environment Canada.
- Work with stakeholders on spill investigations and carrying out enforcement actions as necessary.
- Prepare for the devolution of water management responsibilities from the Government of Canada to the Government of Nunavut.
- Represent the Government of Nunavut in discussions or negotiations pertaining to transboundary watershed management with neighbouring jurisdictions.
- Develop and work with stakeholders to promote solid waste management programs.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Environmental Operations		1,681	1,697	1,697	1,697
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Environmental Operations is responsible for providing overall guidance and direction to the division; ensuring that divisional priorities are consistent with overall GN priorities; and maintaining the department’s environmental protection programs.

Enforcement, Compliance		337	340	340	340
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The primary function of this section is enforcement of the *Environmental Protection Act* and the attendant regulations. This entails environmental inspections, investigations, spill response and enforcement action.

Environmental Assessment and Land Use Planning		502	509	509	509
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This section is responsible for supporting the Department of Environment and the Government of Nunavut in the delivery of obligations under the *Nunavut Agreement* for environmental assessment, land use planning and general monitoring.

This section is the first point of contact for Nunavut’s land and resource management boards to access the Government of Nunavut’s expertise on air, land, water and wildlife and work to identify and mitigate potential impacts from development. The section works with the Department of Economic Development and Transportation to coordinate the Government of Nunavut’s participation in the screening, environmental impact assessment, and on-going monitoring of resource development projects in Nunavut. It coordinates Government of Nunavut responses to the Nunavut Planning Commission in the development, review, and approval of land use plans and planning policies that guide resource development in the territory and supports the fulfillment of *Nunavut Agreement* Article 12.7.6 obligations for general monitoring. In the delivery of these functions, the section works closely with the interdepartmental Environmental Assessment Review Team and Sustainable Development Advisory Group.

Environmental Science 1,093 **1,105** 1,105 1,105

This section undertakes work relating to contaminated sites on Commissioner’s land, including their identification and investigation. The section also works with the Department of Finance to appropriately record information pertaining to the financial liability posed by contaminated sites.

This section works to build capacity and knowledge in water management and aquatic sciences, in preparation for the devolution of water resource-related responsibilities from the Government of Canada. It also supports negotiations on transboundary watershed agreements with neighbouring jurisdictions, as per Section 13.10.1 of the *Nunavut Agreement*.

The Environmental Science section also runs a territorial air quality monitoring program along with Federal partners.

The section provides advice to other GN departments and external organizations on waste management and best practices in Nunavut. The Department’s pollution awareness, prevention and anti-littering education work also relies on technical expertise and programing provided by the Environmental Science section.

Total, Environmental Protection	3,613	3,651	3,651	3,651
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Priorities (2023-2024)

- Review the Division’s performance and structure and develop an action plan to improve service delivery.
Status: Ongoing. The department plans to initiate the evaluation of the division's performance and provide a report with recommendations for improvement.

- Conduct a review to determine how the Department could incorporate waste management programing.
Status: Ongoing. The next steps will include a risk assessment of solid waste facilities, how to best mitigate, and actions for short and long-term solutions for communities. An interdepartmental working group continue to look for ways to support communities in waste reduction through pilot programing.

Priorities (2024-25)

- Review the Division's performance and structure and develop an action plan to improve service delivery.
- Conduct a review to determine how the Department could incorporate waste management programming.
- Explore how Environmental Compliance can improve service delivery to communities.
- Spills training for Environmental Protection Officers.
- Begin the development of a Waste Management Strategy for the Territory.

Priorities (April to October 2025)

- Work with communities to support contaminated sites; evaluation risk, assessment and reporting.

Parks and Special Places

The Parks and Special Places Division is responsible for planning, establishment, management, operation and promotion of *Mirnguiqsirviit*—Nunavut's territorial parks and special places.

Nunavut's parks and special places are important destinations and attractions for Nunavummiut and our visitors. They showcase our rich natural and cultural heritage locally, regionally, nationally, and internationally; strengthen and support local Inuit culture and communities through promotion and development of land-based activities; and stimulate pursuit of traditional activities.

Parks and Special Places are planned and managed jointly with co-management partners, through the *Umbrella Inuit Impact and Benefits Agreement for Territorial Parks in the Nunavut Settlement Area* and the *Nunavut Agreement*, and are founded on sound and comprehensive resource information, Inuit Societal Values, local and scientific knowledge, and current technological and geospatial information.

Objectives

- Protect and conserve the integrity of Nunavut's natural and cultural heritage, its biodiversity and its significant, unique, and valued natural and cultural landscapes and resources.
- Engage the community in conservation and heritage appreciation. Nunavut's Territorial Parks and Special Places engage residents and visitors, and foster pride, understanding, knowledge, and appreciation of the territory's diverse and unique natural and cultural heritage.
- Enhance visitor experiences. Nunavut's Territorial Parks and Special Places promote opportunities for appropriate, safe, and accessible recreation and increased public enjoyment consistent with the protection of natural and cultural values. They are important destinations

and attractions for Nunavummiut and visitors. In addition, they provide direct and indirect economic benefit to communities.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Program Development		397	864	864	864
<p>Program Development is responsible for the development of a Park and Special Places program and system plan; legislation, regulations and policy development; communications and promotion using the 'Katjaaqnaq' brand; advising on park feasibility, planning and management; and coordinating divisional research needs. The line also contributes to conservation and sustainable land management through its roles in land use planning, development review, and community stewardship programs.</p>					
Operations and Planning		1,663	1,728	1,728	1,728
<p>Operations and Planning is responsible for the division's asset and equipment planning, park operations, and visitor services at territorial parks, campgrounds, trails, visitor and interpretive centers and Heritage Rivers.</p>					
Geospatial Information and Land Tenure		531	951	951	951
<p>Geospatial Information and Land Tenure is responsible for the development, implementation, management, and operation of the division's Geographic Information System. The division also maintains accurate land tenure and descriptions for parks and special places; manages and maintains the department's geospatial database; and provides geographic information system products and services to the division, the department, other GN departments, and to external clients.</p>					
Total, Parks and Special Places		2,591	3,543	3,543	3,543

Priorities (2023-24)

- Continue to maintain the appointments to the Community Joint Planning and Management Committees for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks, and for the Nunavut-Wide Joint Planning and Management Committee.

Status: Ongoing. All committees are operational, and members have been appointed. The department is in the process of modifying the operational logistics of these committees to ensure efficiency and effectiveness.

- Continue the implementation of the approved Park Master and Management Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.

Status: Ongoing. The master and management plans are progressing and are at various levels of implementation.

- Continue the implementation of the approved Heritage Appreciation and Interpretive Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.
Status: Ongoing. These plans are progressing and are at various levels of implementation and/or are being developed.
- Begin early development of a Nunavut Parks System and Implementation Plan.
Status: Ongoing. A draft Parks Strategy has been developed and is in the final stages. The Parks Strategy and the Parks Program will set the foundation for the development of the Parks System Plan.
- Negotiate a new Funding and Implementation Plan for the 2026-2036 period of the Inuit Impact and Benefit Agreement for Territorial Parks in Nunavut, including the following items: development of new Management Plans, new Heritage Appreciation Plans, new Local Inuit Tourism Strategies for existing territorial parks as well as Master Plans, Management Plans, Heritage Appreciation Plans, and Local Inuit Tourism Strategies for new parks to be established as per the Nunavut Parks System Implementation Plan.
Status: Ongoing. This is still in its initial stages. Preliminary discussions have occurred between the department and Nunavut Tunngavik Incorporated.

Priorities (2024-25)

- Continue to maintain the appointments to the Community Joint Planning and Management Committees for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks, and for the Nunavut-Wide Joint Planning and Management Committee.
- Continue the implementation of the approved Park Master and Management Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.
- Continue the implementation of the approved Heritage Appreciation and Interpretive Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.
- Continue work on a new Funding and Implementation Plan for the 2026-2036 period of the Inuit Impact and Benefit Agreement for Territorial Parks in Nunavut, including the following items: development of new Management Plans, new Heritage Appreciation Plans, new Local Inuit Tourism Strategies for existing territorial parks as well as Master Plans, Management Plans, Heritage Appreciation Plans, and Local Inuit Tourism Strategies for new parks to be established as per the Nunavut Parks System Implementation Plan.
- Introduce revisions to the *Territorial Parks Act*.

- Continue the development of a Nunavut Parks System and Implementation Plan.

Priorities (April to October 2025)

- Continue to maintain the appointments to the Community Joint Planning and Management Committees for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks, and for the Nunavut-Wide Joint Planning and Management Committee.
- Continue the development and implementation of the approved Park Master and Management Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.
- Continue the development and implementation of the approved Heritage Appreciation and Interpretive Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.
- Implement the *Territorial Parks Act* as revised.
- Finalize the negotiations for a new Funding and Implementation Plan for the 2026-2036 period of the Inuit Impact and Benefit Agreement for Territorial Parks in Nunavut.
- Finalize the development of a Nunavut Parks System and Implementation Plan.

Financial Summary

Branch	2023-2024		2024-2025 Main Estimates		2025-2026 Planned		2026-2027 Planned	
	Main Estimates		\$000	PYs	\$000	PYs	\$000	PYs
	\$000	PYs						
CORPORATE MANAGEMENT								
Compensation and Benefits	4,082	34.0	4,532	34.0	4,532	34.0	4,532	34.0
Grants and Contributions	528		528		528		528	
Other O&M	1,265		1,322		1,322		1,322	
Subtotal	5,875		6,382		6,382		6,382	
PROGRAM MANAGEMENT								
Compensation and Benefits	12,829	102.5	13,735	110.5	13,735	110.5	13,735	110.5
Grants and Contributions	1,016		1,016		1,016		1,016	
Other O&M	6,189		6,394		6,394		6,394	
Subtotal	20,034		21,145		21,145		21,145	
TOTAL	25,909	136.5	27,527	144.5	27,527	144.5	27,527	144.5

Inuit Employment Plan

Departmental Inuit Employment Targets				
Environment	As at Sept. 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	138.5		144.5	
Total Filled Positions	84.5	61%	106.5	74%
Total Vacancies	54	39%	38	26%
Total Inuit	47.5	56%	61.5	58%
Total Executive Positions	3		2	
Total Filled Executive Positions	2	67%	2	100%
Total Vacant Executive Positions	1	33%	0	0%
Total Inuit in Executive Positions	2	100%	2	100%
Total Senior-Management Positions	7		7	
Total Filled Senior-Management Positions	6	86%	7	100%
Total Vacant Senior-Management Positions	1	14%	0	0%
Total Inuit in Senior-Management Positions	1	17%	1	14%
Total Middle-Management Positions	19		19	
Total Filled Middle-Management Positions	14	74%	14	74%
Total Vacant Middle-Management Positions	5	26%	5	26%
Total Inuit in Middle-Management Positions	0	0%	2	14%
Total Professional Positions	34		38	
Total Filled Professional Positions	13	38%	21	55%
Total Vacant Professional Positions	21	62%	17	45%
Total Inuit in Professional Positions	4	31%	7	33%
Total Paraprofessional Positions	65		66	
Total Filled Paraprofessional Positions	42	65%	51	77%
Total Vacant Paraprofessional Positions	23	35%	15	23%
Total Inuit in Paraprofessional Positions	33	79%	38	75%
Total Administrative Positions	10.5		12.5	
Total Filled Administrative Positions	7.5	71%	11.5	92%
Total Vacant Administrative Positions	3	29%	1	8%
Total Inuit in Administrative Positions	7.5	100%	11.5	100%

Capacity

As of September 30, 2023, the Department of Environment is operating at 61% capacity, with 54 positions vacant. The department is actively seeking ways to ensure positions are being filled as well as increasing Inuit employment within the department. The Department has identified 14 positions to be filled by Nunavut Inuit by March 31, 2025.

Inuit Employment Plan

Priorities (2023-24)

- Continue to identify/create and fill positions, through restricted competition for positions identified and created for Inuit only.
Status: The department identified eight (8) restricted competition positions specified for Inuit only; seven (7) of which are in various stages in the staffing process. Three (3) of these positions have housing allocation approved; three (3) positions are awaiting approval for housing; and one position did not request housing.
- Continue to provide valuable professional experiences for Nunavut youth through the Summer Student Employment Equity Program, prioritizing the employment of Inuit candidates.
Status: The department hired twenty-nine (29) summer students; twenty-five (25) were Nunavut Inuit. 86% of the summer students hired were Nunavut Inuit. Three (3) of these students have remained employed with the department as either Relief or Causal employees.

Priorities (2024-25)

- Continue to identify career ladders for Inuit employed within the department, enabling individuals to be trained for higher-paying professional and management roles.
- Continue to identify Inuit cultural competency training programs for all staff, particularly supervisors.
- Continue involvement in Nunavut Arctic College's Environmental Technology Program in order to inform Inuit graduates of potential roles they could have in the department as well as inform them of the further qualifications they require for other positions.

Priorities (2025-26)

- Continue to utilize staffing mechanisms, such as acting assignments, restricted competitions, and internal transfer assignments, to create opportunities for upward mobility.
- Continue to provide valuable professional experiences for Nunavut youth through the Summer Student Employment Equity Program, prioritizing the employment of Inuit candidates.
- Continue involvement in Nunavut Arctic College's Environmental Technology Program in order to inform Inuit graduates of potential roles they could have in the department as well as inform them of the further qualifications they require for other positions.

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Department of Community and Government Services

Business Plan

2024-2026

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CORE BUSINESS

The Department of Community and Government Services focuses on the following six core lines of business:

	Budget (\$000)			
	2023-24	2024-25	2025-26	2026-27
Advisory and Administrative Services	13,658	2,337	2,337	2,337
Corporate Services	-	12,583	12,583	12,583
Local Government & Municipal Transfer Payments	95,146	103,871	105,608	104,232
Information Management/Information Technology	51,768	53,142	53,142	53,142
Infrastructure	133,225	137,720	137,720	137,720
Petroleum Products*[*Revolving Fund]	-	-	-	-
TOTAL	293,797	309,653	311,390	310,014

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Expedite the construction of regional long-term care facilities with capabilities to meet the needs of Nunavummiut with complex care needs
- Expand and/or renovate existing continuing care facilities
- Renovate or repurpose existing buildings for use in the housing continuum
- Incentivize the use of Inuit labour in housing construction and maintenance
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs
- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction

Advisory and Administrative Services

The Advisory and Administrative Services branch provides management support and advice to the Minister's office. The Directorate is also responsible for policy, legislation, communications and consumer affairs.

Objectives:

- Support and guide the business of the department.

Department of Community and Government Services

- Support and implement policy and legislation.
- Provides consumer protection, lottery and business licencing services

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Deputy Minister's Office		596	935	935	935
The Deputy Minister provides support and advice to the Minister and ensures implementation of ministerial direction and government policy. The Deputy Minister provides overall leadership to the department.					
Policy and Legislation		882	906	906	906
Policy, legislation, and communications provides leadership and advisory services in the review, development and implementation of departmental policies, legislation and communication initiatives. This division provides strategic advice to the department.					
Consumer Affairs		484	496	496	496
Provides consumer protection services, lottery, and business licensing to residents across Nunavut.					
Financial Services Division		5,268	-	-	-
Human Resources Division		1,471	-	-	-
Technical Professional Studies Program		80	-	-	-
Procurement, Contract Support and Logistics Services		4,877	-	-	-
Total, Advisory and Administrative Services		13,658	2,337	2,337	2,337

NOTE: Financial Services, Human Resources, Technical Professional Studies Program and Procurement, Contract Support, and Logistics were moved under the newly created Corporate Services section.

Priorities (2023-24)

- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
Status: The work is still in progress, with leadership actively collaborating with Government of Nunavut departments and agencies to enhance opportunities for achieving mandate objectives.
- Ensure the prioritization of projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.

Status: The department continues to work with municipalities on program options to encourage municipalities to initiate and manage projects locally.

- Continue the legislative process to propose amendments to the *Lotteries Act*.
Status: It has been determined that a full repeal and replace of the Act is required. The department has postponed further work on this legislative initiative and will assess which major pieces of legislation will be prioritized.
- Develop communication tools to ensure new initiatives and business processes are shared with stakeholders, partners, and clients.
Status: The department has integrated multiple process initiatives within the communications unit to improve internal and external stakeholder communications.
- Review and evaluate client services processes and protocols with internal and departmental customers, vendors, stakeholders, and partners.
Status: The department has completed a third-party review of the services functions within the Directorate Branch. Work is ongoing to refine processes and protocols to improve client services.
- Work with NHC to examine GN assets across the portfolio that are either under utilized or deemed surplus and may be considered for redevelopment to support increased housing supply.
Status: The department has reduced the Government of Nunavut list of surplus buildings by transferring unused retired buildings to hamlets for repurposing and to the Nunavut Housing Corporation and Department of Family Services.
- Work closely with EDT, Finance and HR to develop options related to the realignment of EDT and CGS.
Status: The department has completed a review of its existing structure and operations to support realignment efforts. The department has identified options to realign key functions that would support realignment efforts with Economic Development and Transportation. The departments have developed a timeline to inform the planning to initiate the realignment.

Priorities (2024-25)

- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Ensure the prioritization of projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Develop a departmental communications strategy to communicate and meet core business objectives more effectively.

- Develop a departmental strategic plan to identify opportunities to increase the value of the departments' service delivery to stakeholders.

Priorities (April to October 2025)

- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Ensure the prioritization of projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Work to develop an internal policy performance review process to maximize the value of departmental policies in achieving their objectives.
- Continue to implement the client service model to departmental customers, vendors, stakeholders and partners.

Corporate Services

The Corporate Services branch oversees strategic financial management, human resources, procurement, and federal contributions. Financial Services ensures effective financial management and reporting, while the Human Resources division handles staffing and human resources programs. Corporate Services also manages centralized purchasing for government-wide needs, including sealift and logistics administration. The Federal Contributions and Relations Division ensures the efficient execution of critical Federal Government investments in the territory.

Objectives:

- Supports and maintains effective financial management practices, including strategic financial planning, budgeting, and timely and accurate financial reporting.
- Support and implement effective staffing, comprehensive training programs, and the development of human resource initiatives to foster a skilled and motivated workforce.
- Government-wide procurement services and corresponding logistics supports.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Assistant Deputy Minister, Corporate Services Division		-	279	279	279
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The Assistant Deputy Minister provides support and advice to the Deputy Minister and overseeing strategic financial management, human resources, procurement, and federal contributions, ensuring the efficient and integrated functioning of these critical aspects within the organization.

Finance and Administration Division	-	5,391	5,391	5,391
Provides financial management advisory services, external and internal reporting, and accounting services for the department.				
Procurement and Logistics Division	-	5,026	5,026	5,026
Provides centralized purchasing services for all government departments' goods, services, and logistical requirements.				
Federal Contributions and Relations Division	-	300	300	300
Administering federal contributions, grants, and funding programs in compliance with applicable regulations.				
Human Resources Division	-	1,507	1,507	1,507
Human Resources provides support for recruitment and retention, Inuit employment planning and human resource administration.				
Technical Professional Studies Program	-	80	80	80
Provides bursaries to students enrolled in post-secondary technical studies in the fields of Engineering, Informatics, Community Planning, Business Studies, College Programs in Fire Fighting, Training and Prevention and Land Administration.				
Total, Corporate Services	-	12,583	12,583	12,583

Priorities (2024-25)

- Develop a departmental strategic plan to identify opportunities to increase the value of the departments' service delivery to stakeholders.
- Develop a client services model to include processes and protocols with internal and departmental customers, vendors, stakeholders, and partners.
- Work with the departments Human Resources, Finance and Economic Development and Transportation to initiate the realignment of the Community and Government Services and Economic Development and Transportation to support Infrastructure management.

Priorities (April to October 2025)

- Implement the Departmental Strategic Plan to increase service delivery to stakeholders and achieve organizational objectives.
- Commence program delivery with realigned departments.

Local Government Services & Municipal Transfers

The Local Government and Municipal Transfers Branch supports building community capacity through developing partnerships and training programs. The Community and Lands division provides land administration, community planning, property assessment and mapping services. The Sports and Recreation division promotes amateur sport, and recreation through territorial sport and recreational organizations. This division leads the territories emergency preparedness and Search and Rescue operations.

Community Support and Community Infrastructure divisions provide community governments with capital planning, lifecycle management of municipal infrastructure, and operational support. The divisions work with the Nunavut Community Infrastructure Advisory Committee to identify and give recommendations for community capital infrastructure priorities and supports communities in developing and maintaining Integrated Community Sustainability Plans.

Objectives:

- Enhance the capacity of local governments by providing training and resources to elected officials and municipal staff.
- Provide operational and capital funding to municipalities to support the planning and delivery of municipal programs and services.
- Provide community planning and land administration services in accordance with the *Commissioner's Land Act* and the *Nunavut Land Claims Agreement*.
- Provide property assessment services in accordance with the *Property Assessment and Taxation Act*.
- Encourage and promote sport, physical activity and recreational opportunities at the community, territorial and national level.
- Develop resilience in communities by supporting emergency preparedness and local ground search and rescue capacity.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
ADM, Local Government		730	597	597	597
The ADM, Local Government provides strategic direction over municipal support services, planning and lands, community infrastructure development, sport, recreation and emergency services.					
Community Development Division		3,815	3,916	3,916	3,916
Develops and supports Nunavut communities by fostering community self-reliance, through initiatives that develop the capacity of Nunavut communities to provide good government and safe and viable communities.					
Community Support Division		1,946	1,644	1,644	1,644
Provides onsite in-community support of municipalities in the areas of regulatory compliance and operational support for the delivery of municipal water, wastewater and solid waste programs and services.					

Municipal Organization Operating Fund	1,103	1,103	1,103	1,103
Provide financial support to non-profit organizations to assist with operational costs and delivery of services to their membership.				
Community Development Fund Program	457	457	457	457
Proposal based program, supports community-based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.				
Community Planning and Lands Division	4,412	4,481	4,481	4,481
Provides community planning, mapping, property assessment and land administration services. Supports communities in the sustainable management of land and urban development, including; developing Community Plans, zoning by-laws and land administration by-laws, designing subdivisions & conducting land surveys, managing community base mapping and an on-line geographic information system, administering municipal quarries, and administrating transfers of land titles.				
Senior Citizens and Disabled Persons Tax Relief	318	318	318	318
Provides property tax relief for eligible disabled persons and senior citizens in the Municipal Tax Area by reducing the municipal tax burden on the owner occupying the home.				
Municipal Collaboration Program	150	150	150	150
Facilitates community leadership meetings in Nunavut.				
Community Asset Protection Program	850	850	850	850
Provides a contribution for the Municipal Insurance Exchange to offset incremental costs associated with municipal insurance coverage and to implement loss control program initiatives with focus on such critical areas as fire training and fire prevention.				
Municipal Funding Program	54,231	58,821	58,821	58,821
Allocates core funding that assists community governments to deliver municipal programs and services.				
Water and Sewage Subsidy Program	8,018	8,347	8,347	8,347
Provides funding to municipalities to offset the cost of water, the cost of water delivery and sewage removal services to local residents. Ensures that communities provide a reasonable level of water delivery and sewage removal services.				

Grant in Lieu of Taxes	7,133	9,053	9,170	9,514
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Ensures fair compensation to tax-based municipal governments for municipal services provided to the Government of Nunavut.

Sport and Recreation Division	3,495	2,623	3,793	2,523
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Sport and Recreation Administration provides overall direction for the advancement of sport, physical activity, and recreation for all Nunavummiut. The key program responsibilities include working with non-profit organizations and municipal corporations who have a mandate to advance sport, recreation, and physical activities in Nunavut and managing the Team Nunavut Major Games Program.

Sport and Recreation Grants & Contributions	4,384	4,203	4,653	4,203
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The grant and contribution program is designed to assist Sport and Recreation meet the goals of the Division’s Sport, Physical Activity, and Recreation Framework. The Grants and Contributions Program funds Nunavut municipal corporations and non-profit organizations to support program delivery and capacity development in sport and recreation s well as to individuals to support their post secondary education in sport and recreation.

Nunavut Emergency Management Division	1,997	3,382	3,382	3,382
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Responsible for the territorial emergency preparedness plan and provides assistance to Nunavut communities for emergency planning and the territories search and rescue planning, training and responses. Nunavut Emergency Management deploys modern alert and tracking devices such as Spot units and satellite phones into communities for both traveler safety as well as rescuer safety. Enhances Public Fire Safety and Education through our Community Fire Department Contribution Policy. The policy supports education seminars to assist in raising public awareness of fire safety and prevention techniques at home and in the community. As a regulator, the Fire Marshal’s office carries out life safety building inspections and enforces the Fire Safety Act as required.

Search and Rescue	300	300	300	300
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Serves to enhance community-based ground search and rescue capability and preparedness across Nunavut.

Search and Rescue Grants and Contributions	620	620	620	620
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Search and Rescue funding is provided through Contribution agreements and grants in support of Search and Rescue operations and maintenance amongst Search and Rescue Organizations.

Fire Prevention Strategy Grant and Contribution	-	1,795	1,795	1,795
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Fire Prevention funding is provided through Contribution agreements and grants in support of Fire Prevention and Fire Safety Training to Community Fire Departments and the Municipal Training Organization.

Community Infrastructure Division 1,187 **1,211** 1,211 1,211
 Provides research, planning, administration, and financial oversight for municipal infrastructure projects. This division integrates community-identified priorities into the five-year capital planning process and supports the successful operation of the Nunavut Community Infrastructure Advisory Committee. Using an evidence based, research informed approach into the regulatory and planning processes it can administrate departmental and federally funded capital infrastructure projects.

Total, Local Government Services & Municipal Transfers	95,146	103,871	105,608	104,232
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Priorities (2023-24)

- Engage with key stakeholders to develop an action plan based on the Drinking Water Strategic Framework.
Status: The department will continue to work with Health on the Drinking Water Strategic Framework action plan to develop options for the Drinking Water Regulations based on the framework developed in 2022-23.
- Develop an evaluation matrix to monitor progress of the Sport, Physical Activity and Recreation Framework and Action Plan.
Status: The draft evaluation and reporting templates are complete and will be finalized by March 31, 2024.

Priorities (2024-25)

- Implement the Drinking Water Strategic Framework action plan.
- Lead discussion with Municipalities and the Nunavut Housing Corporation to advance land administration and development to support housing.
- Review administrative and reporting processes within departmental grants and contributions processes to enhance transparency and efficiencies.
- Conclude consultations on the Planning Act and develop of options to proceed with the legislative initiative.
- Commence review of *Hamlets Act* and *Cities, Towns and Villages Act* to highlight key focal points to consider during the consultation process.
- Develop options to improve emergency management services for communities (emergency preparedness, response and recovery, search and rescue, business continuity, fire safety education, and Nunavut Fire Marshals Office).

- Continue implementation of the Sport, Physical Activity and Recreation Framework and Action Plan.

Priorities (April to October 2025)

- Commence a review of the Municipal Water Sewage Subsidy Program.
- Continue with the Planning Act legislative initiative.
- Continue the review of *Hamlets Act* and *Cities, Towns and Villages Act* and initiate the legislative process.
- Monitor and evaluate implementation of the Sport, Physical Activity and Recreation Framework and Action Plan.

Information Management/Information Technology

The Information Management/Information Technology (IM/IT) is responsible for government-wide information and communications technology.

Objectives:

- Provide a centralized and shared source of Information Management/Information Technology planning, development, applications, and support.
- Provide a network of satellite communication systems.
- Implement supports to the clients to include, computer servers, applications software, computer workstations, and a centralized helpdesk support system.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Telecommunications (Voice and Satellite)		18,636	18,636	18,636	18,636
Provides the Government of Nunavut with telephone communication services including installation, maintenance, support and administration of telephone, video conferencing services, including Telehealth, Community Services Network, and the Satellite Network that supports the Core Business Network of the Government of Nunavut.					
Information & Communications Technology Division		23,782	25,025	25,025	25,025
Contribution to the development and implementation of key information and communication technology strategies, policies, standards and business processes which directly relate to the delivery of core government functions in support of service delivery goals. Establish an analytical framework for review and approval of all Information and Communications Technology and Information Management plans, project expenditures and service contracts across all government. Performs a critical role in the alignment of business architecture and Information Technology					

strategy for the support and the maintenance of all departmental application systems that provide services and delivery of programs for the Government of Nunavut.

Computer Award Program 50 50 50 50
Grant in Kind

Supports student academic success in math and science and encourages students to pursue further academic studies leading to successful professional and technical careers in the knowledge-based economy in Nunavut.

Government Information & Planning Division 6,965 7,066 7,066 7,066

Develops and implements policies, standards, procedures, and guidelines on records management issues. Oversees, maintains, and implements Administrative Records Classification System and Operational Records Classification systems. Manages two record centers across Nunavut in Iqaluit and Cambridge Bay.

Corporate Chief Information Officer Division 1,799 1,646 1,646 1,646

The Corporate Chief Information Officer provides executive leadership and direction for the coordinated planning, design, development and implementation of strategies and initiatives to optimize the Government of Nunavut's investment in Information Management/Information Technology through the delivery of corporate Information Management and Information and Communications Technology programs and services.

Telecommunication Commercialization 536 719 719 719

Supports the development and implementation of policies, standards, procedures, guidelines associated with telecommunication commercialization. Leads the team responsible for offering of Services including commercial terms and conditions, prices, marketing and sales activities to share the GN's Telecommunication infrastructure with the public. Defines, develops, implements and operates on 24/7/365 basis related network platform and assets, operating support systems, business support systems, facilities and transport links to upstream and downstream Telecommunication partners.

Total, Information Management/ Information Technology 51,768 53,142 53,142 53,142

Priorities (2023-24)

- Continue the development and implementation of the data classification system for information management.
Status: Work on this initiative has been postponed to ensure the resources necessary are available for fulsome system development to more effectively support implementation.
- Develop professional development and education opportunities for staff and new positions.

Status: This work is ongoing. The division continues to support and provide access to opportunities to upskill. Some of the areas of training include: technical support, customer service, and notably, customized security awareness training.

- Continue to build and improve the communications strategy for IM/IT customer service.
Status: Information Management/Information Technology continues work on its communication strategy targeting improved service delivery to client departments and users. Progress includes standard template messaging in all official languages to ensure users receive communication in their language of choice as well as significant improvements to automate use notifications of upcoming changes and the introduction of automated processes for efficiency.
- Initiate the implementation of the telecommunications strategy, to transition technologies (i.e., Low Earth Orbit Satellites, Community Wireless).
Status: The division has initiated the installation of ground infrastructure to enable Low Earth Orbit Satellite capacity in all 25 communities, anticipated to be complete by March 31, 2024. The division has initiated a Community Wireless (5G) pilot project in Iqaluit. It is anticipated that the learnings report will be ready in spring 2024.
- Work to identify and develop requirements with Human Resources and Executive and Intergovernmental Affairs for new IM/IT Resource tools for Government of Nunavut employees.
Status: The division has implemented a Cyber Security Awareness training for all users and continues work on the development of additional tools to advance this priority including Help Desk videos for troubleshooting to support end-users.

Priorities (2024-25)

- Continue to pursue professional development and education opportunities for staff.
- Continue the implementation of the telecommunications strategy, to transition technologies for network optimization.
- Continue to optimize connectivity for government departments from satellite to the high-speed network to improve access and connectivity.

Priorities (April to October 2025)

- Review and evaluate the effectiveness of communication tools developed for introducing new initiatives and processes shared with stakeholders, partners, and clients.
- Investigate options to transition towards digital government and automation systems and the data classification system for Information Management.
- Investigate options to develop a Government of Nunavut digitization program.

Infrastructure

The Infrastructure Branch is responsible for the delivery of capital projects, facilities management, and the Government of Nunavut asset portfolio.

Objectives:

- Establish infrastructure priorities and works with client departments to lead ongoing planning, technical advisement, and safety for all capital projects.
- Provide and delivers facility management and maintenance for assets owned and operated by GN.
- Provides facility administrative management of all government office and warehouse space.
- Ensures all facilities meet safety and building codes with ongoing monitoring, and inspections for compliance in safety and legislative and regulatory requirements.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
ADM, Infrastructure Division		635	647	647	647
The ADM, Infrastructure provides executive level support to the Deputy Minister as well as professional Infrastructure services (capital planning, project management through design/construction, asset management, technical and safety services) to client departments.					
Technical Services Division		1,515	1,543	1,543	1,543
Technical Services is an advisory group supporting the capital planning and project delivery process through technical support services. In addition, Technical Services undertakes Building Condition Assessments to measure the effectiveness of current maintenance programs by determining useful life of building systems and compares it with the full economic life expected. Also, Technical Services oversees and manages an energy management program to reduce utility costs and greenhouse gas emission.					
Facility Management Division		34,674	38,610	38,610	38,610
Provide facility management services for approximately 510 GN-owned and 100 GN-leased facilities to provide suitable space for GN departments and agencies (except NHC and QEC) to deliver critical programs and services to Nunavummiut. The facility management team operates regional offices in Cambridge Bay, Rankin Inlet, Iqaluit and Pond inlet and also employ local community maintainers in each of the 25 communities.					
Capital Projects Division		2,300	2,348	2,348	2,348
Establishing infrastructure priorities, initiating projects, and leading the planning phase of major capital projects. Working with Client Departments and Regional Infrastructure Offices from project initiation to project closeout, the primary role of this division is to provide cost-effective solutions delivered on an agreed upon schedule and budget.					

Regional Infrastructure Offices	4,916	5,178	5,178	5,178
Coordinates program and service delivery to communities through regional offices. Provides the regional delivery of projects, manages the process, budget schedule, scope, quality and risk of project implementation. Administers the contracts with architects, engineering consultants and construction contractors.				
Real Property Division	29,393	30,270	30,270	30,270
Manages the Government of Nunavut (GN) commercial office and warehouse lease portfolio, manages GN office space, both leased and owned, for the GN Departments, Boards, and applicable Agencies, and is responsible for the administration of the fixed-assets stream of the GN Surplus Disposal Policy.				
Utilities Management Division	53,259	54,857	54,857	54,857
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.				
Safety Services Division	6,533	4,267	4,267	4,267
Provides the private and public sectors with fire prevention (implementation of the Nunavut Fire Protection Strategy), electrical, elevator, boiler and gas services and issuance of building, demolition and occupancy permits, plan reviews and related inspections. This includes consultations and the enforcement of the relevant regulations and acts.				
Total, Infrastructure	133,225	137,720	137,720	137,720

Priorities (2023-24)

- Provide support for expanding and/or renovate existing continuing care facilities in Nunavut.
Status: The department continues to work with the Department of Health to develop options to expand and renovate continuing care facilities in Nunavut.
- Ensure departmental advice to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.
Status: The department continues work on the alternative building technologies. Energy modelling is completed on the design of all new buildings to assess the performance of the building post-construction, optimizing energy efficiency and climate-friendly construction.
- Support efforts to renovate or repurpose existing buildings for use in the housing continuum.
Status: The department continues to work with Nunavut Housing Corporation and has prioritized identifying surplus buildings that have the potential to be renovated or repurposed for the housing continuum. Additionally, the department is working to advance surplus assets set for demolition to free up valuable spaces for housing and municipal facilities to meet local needs. The department is coordinating with Nunavut Housing Corporation regarding the expansion of water and wastewater services in communities with utilidor services such as Rankin Inlet.

- Continue to work with stakeholders and manage project delivery for development of Long-Term Care Facilities, and the Nunavut Recovery Centre.
Status: *The department continues its work to manage the final stages of construction of the Long-Term Care Facility in Rankin Inlet with anticipated substantial completion in early 2024-25. The department continues to manage project delivery of the Nunavut Recovery Centre. The construction tender was awarded in June 2023 and construction is underway.*
- Continue to collaborate with stakeholders to monitor project delivery for Long-Term Care facilities, and Nunavut Recovery Centre.
Status: *The department continues its work in collaboration with the Department of Health on Long-Term Care facilities by providing technical advice related to facility planning, design and construction.*

The Long-Term Care Facility in Rankin Inlet is anticipated to be completed in early 2024-25.

The Nunavut Recovery Centre construction tender was awarded in June 2023 and construction is underway.

- Continue to monitor project delivery for Nunavut Fibre Infrastructure projects.
Status: *The Request for Proposal was cancelled due to no successful proponents identified within the approved budget. The department continues to explore alternative funding sources to move the project forward.*
- Finalize implementation of the Nunavut Energy Management Initiative in South Baffin and commence planning in the Kitikmeot Region.
Status: *The South Baffin component of this initiative is in the final year of upgrades. Subsequent to the completion of the construction/upgrades, this project will include two years of post-construction services to monitor and support use of the new technology. In the Kitikmeot Region, the planning phase has commenced and anticipated to be completed in 2025-26.*
- Initiate public consultations on the adoption of an energy code and implementation plan.
Status: *The study on existing construction practices and their ability to meet the National Energy Code are ongoing. Data collection has been completed with work started on reviewing the data. Public consultations are expected to begin in 2024.*
- Continue to work with HEA to explore options to expedite the construction of Qikiqtaaluk and Kitikmeot long-term care facilities.
Status: *The department is continuing to provide technical and project delivery advice related to facility planning, design and construction in support of Health's current approach to expedite the construction of the Qikiqtaaluk and Kitikmeot Long-Term Care Facilities.*

Priorities (2024-25)

- Work with Department of Health ensure a seamless integration of continuing care facilities into the Asset Management portfolio.
- Ensure departmental advice to investigate the potential for alternative building technologies to

be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.

- Support efforts to renovate or repurpose existing buildings for use in the housing continuum.
- Commence a review of the asset management planning process.
- Substantially complete the Kivalliq Long Term Care Facility.
- Continue to collaborate with stakeholders to manage project delivery for the Nunavut Recovery Centre.
- Initiate design process on the Kitikmeot Long Term Care Facility.
- Finalize the planning process of the Qikiqtaaluk Long Term Care Facility.

Priorities (April to October 2025)

- Provide support for expanding and/or renovate existing Continuing Care Facilities in Nunavut.
- Ensure departmental advice to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.
- Support efforts to renovate or repurpose existing buildings for use in the housing continuum.
- Develop an Energy Code and implementation plan.
- Finalize the Nunavut Energy Management Initiative in the Kitikmeot Region.
- Monitor the GN building inventory for sustainable use and long-term planning of office and program space.
- Continue to collaborate with stakeholders to manage project delivery for the Nunavut Recovery Centre.
- Complete design of the Kitikmeot Long Term Care Facility.
- Begin the site selection process of the Qikiqtaaluk Long Term Care Facility.

Petroleum Products Division

The Petroleum Products Division is responsible for the purchase, import, storage and deliver of petroleum products in Nunavut.

Objectives:

- Manage bulk fuel storage facilities assets that service various clients to include government, business, airlines, homeowners, and the public.
- Manages the sale of petroleum products, inventory, accounts receivable and expenditures.

Priorities (2023-24)

- Finalize the needs assessment for the upgrade and replacement of PPD's legacy back-office software.
Status: The needs assessment has been completed and a Request for Proposal has been issued to secure a new operations system.
- Review long-term fuel storage needs across Nunavut to align with targeted territorial housing growth.
Status: Collaborative discussions with the Nunavut Housing Corporation have initiated in relation to the Nunavut 3000 Housing Strategy and its schedule. This data is being integrated into Petroleum Products Division's capital planning, which is has resulted in capacity upgrades in 2023, including new tank installations and connections in Arctic Bay, Naujaat, and Arviat.
- Support the Human Resources Division to assess opportunities to collaborate with colleges in the delivery of petroleum related trades education programs for Nunavut.
Status: This work is delayed. The department is addressing capacity issues to advance the initiative.

Priorities (2024-25)

- Implement the Petroleum Products Division new software solution.
- Continue to work with the Human Resources Division to assess opportunities to collaborate with colleges in the delivery of petroleum related trades education programs for Nunavut.

Priorities (April to October 2025)

- Monitor implementation of the new software system.
- Develop and implement new efficiencies in the purchase and transportation of refined petroleum products in Nunavut.

Financial Summary

Branch	2023-24		2024-25		2025-26		2026-27	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	10,258	82.0	2,086	13.0	2,086	13.0	2,086	13.0
Grants and Contributions	80							
Other O&M	3,320		251		251		251	
Subtotal	13,658		2,337		2,337		2,337	
CORPORATE SERVICES								
Compensation and Benefits	-	-	9,391	74.0	9,391	74.0	9,391	74.0
Grants and Contributions	-		80		80		80	
Other O&M	-		3,112		3,112		3,112	
Subtotal	-		12,583		12,583		12,583	
LOCAL GOVERNMENT SERVICES								
Compensation and Benefits	11,762	88.0	12,618	91.0	12,618	91.0	12,618	91.0
Grants and Contributions	77,394		85,847		86,414		86,308	
Other O&M	5,990		5,406		6,576		5,306	
Subtotal	95,146		103,871		105,608		104,232	
INFORMATION MANAGEMENT/INFORMATION TECHNOLOGY								
Compensation and Benefits	10,636	81.0	10,960	87.0	10,960	87.0	10,960	87.0
Grants and Contributions	50		50		50		50	
Other O&M	41,082		42,132		42,132		42,132	
Subtotal	51,768		53,142		53,142		53,142	
INFRASTRUCTURE								
Compensation and Benefits	24,274	182.0	24,831	180.0	24,831	179.0	24,831	179.0
Grants and Contributions	1,795							
Other O&M	107,156		112,889		112,889		112,889	
Subtotal	133,225		137,720		137,720		137,720	
PETROLEUM PRODUCTS DIVISION								
Compensation and Benefits	-	35.0	-	35.0	-	35.0	-	35.0
Grants and Contributions	-		-		-		-	
Other O&M	-		-		-		-	
Subtotal	-		-		-		-	
TOTAL	293,797	468.0	309,653	480.0	311,390	479.0	310,014	479.0

Department Summary	2023-24		2024-25		2025-26		2026-27	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Salary	56,930	468.0	59,886	480.0	59,886	479.0	59,886	479.0
G&C	79,319		85,977		86,544		86,438	
Other O&M	157,548		163,790		164,960		163,690	
TOTAL	293,797	468.0	309,653	480.0	311,390	479.0	310,014	479.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Community and Government Services	As at Sept. 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	457		480	
Total Filled Positions	274	60%	319	66%
Total Vacancies	183	40%	161	34%
Total Inuit	113	41%	142	45%
Total Executive Positions	4		5	
Total Filled Executive Positions	3	75%	4	80%
Total Vacant Executive Positions	1	25%	1	20%
Total Inuit in Executive Positions	0	0%	1	25%
Total Senior-Management Positions	21		25	
Total Filled Senior-Management Positions	18	86%	19	76%
Total Vacant Senior-Management Positions	3	14%	6	24%
Total Inuit in Senior-Management Positions	1	6%	2	11%
Total Middle-Management Positions	60		63	
Total Filled Middle-Management Positions	34	57%	39	62%
Total Vacant Middle-Management Positions	26	43%	24	38%
Total Inuit in Middle-Management Positions	8	24%	10	26%
Total Professional Positions	125		128	
Total Filled Professional Positions	68	54%	77	60%
Total Vacant Professional Positions	57	46%	51	40%
Total Inuit in Professional Positions	13	19%	14	18%
Total Paraprofessional Positions	200		210	
Total Filled Paraprofessional Positions	118	59%	131	62%
Total Vacant Paraprofessional Positions	82	41%	79	38%
Total Inuit in Paraprofessional Positions	60	51%	70	53%
Total Administrative Positions	47		49	
Total Filled Administrative Positions	33	70%	49	100%
Total Vacant Administrative Positions	14	30%	0	0%
Total Inuit in Administrative Positions	31	94%	45	92%

Capacity

The Department of Community and Government Services is committed to Inuit employment planning. Going forward, the department will be working on individualized training plans for its Inuit employees. The goal is to create succession plans for Inuit to help them reach their career

goals. The successful completion of proper succession planning will mean more Inuit can move into professional, management and executive positions. Proper succession planning will take time. As the departments' Inuit employees succeed, more entry-level positions will become available for other Inuit.

CGS continues to prioritize direct appointments of long-time Inuit staff. Since 2020, CGS has brought forward 18 direct appointments of staff, all of which were Inuit: 14 have been approved, 1 is pending cabinet approval and 3 were unsupported and recommended to staff by competition or transfer assignment. The Department will continue to monitor the status of casual Inuit employees to ensure that every opportunity is taken to appoint them to permanent positions. For March 31, 2025, Inuit Employment Target Positions will be a total of 142 which will be an increase from 113 as of September 30, 2023.

The department's Orientation Program was revised in September 2019 to be more Inuit-focused highlighting Article 23, Inuit employment, training and development opportunities for Inuit staff, and our Inuit Internship and Development opportunities. Sessions are held once per month in Iqaluit via Microsoft Teams and Teleconference with both headquarters and regional employees.

The following departmental initiatives will support CGS's implementation of our Inuit employment plan for 2023-24:

Inuit Employment Plan

Priorities 2023-24

- Finalize the Memorandum of Understanding with Nunavut Arctic College in trades programs similar to the Memorandum of Understanding with the University of Manitoba.
Status: Progress is ongoing. The Department, in coordination with the Department of Family Services work to advance this initiative as details are refined.
- Initiate an advertising campaign to promote careers in the department.
Status: The Department has produced promotional videos and brochures for the after-school employment program pilot in Iqaluit. The department aims to advance promotion by adding outreach presentations in schools and communities in 2024.
- Continue to build capacity within the department for individual training and development plans, including training opportunities internal to CGS.
Status: Work is ongoing in the establishment of Training and Development Plans for all CGS Inuit Staff. As of October 2023, the department has prepared a total of 24 Training and Development Plans out of 113 Inuit employees and continues to make progress.
- Encourage Nunavut Inuit employees with progressive and incremental career laddering opportunities within CGS. CGS-HR will continue to coach directors and line managers in identifying Nunavut Inuit for support in their career aspirations.
Status: The Department's Inuit Employment & Outreach Program Manager monitors casual staff to identify opportunities for supervisors to advance eligible Inuit for Direct Appointments and Transfer Assignments to support career laddering and progression. The department works

to communicate and encourage staff to participate in Sivumuaqatigiit programs delivered by the Department of HR and GN training calendar.

Priorities 2024-25

- Implement the Memorandum of Understanding with Nunavut Arctic College.
- Develop a recruitment and retention plan that identifies professional technical and specialized employment requirements within the department.
- Continue promotion and delivery of the after-school employment initiatives in Nunavut schools and increase awareness for students of the careers and career paths available within the Department of Community and Government Services across the territory.

Priorities 2025-26

- Identify and develop areas of opportunity for professional development and education for entry-level Nunavut Inuit employees within the department.
- Develop a three-year internal human resources division plan that will include targets for Inuit employment.
- Implement the recruitment and retention plan for professional technical and specialized employment requirements within the department.

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**Department of
Economic Development
and Transportation**

**Business
Plan**

2024-2026

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CORE BUSINESS

	Budget (\$000)			
	2023-24	2024-25	2025-26	2026-27
Corporate Management	6,647	6,727	6,727	6,727
Transportation Policy and Planning	3,416	4,226	4,226	4,226
Motor Vehicles	4,165	4,198	4,198	4,198
Nunavut Airports	21,301	22,263	22,263	22,263
Iqaluit International Airport	25,392	25,397	25,397	25,397
Business Development	17,522	17,530	17,530	17,530
Community Operations	4,509	4,567	4,567	4,567
Tourism and Cultural Industries	5,683	5,710	5,710	5,710
Minerals and Petroleum Resources	4,749	4,770	4,770	4,770
Fisheries and Sealing	4,757	4,773	4,773	4,773
TOTAL	98,141	100,161	100,161	100,161

The department's responsibilities include providing leadership for the following mandate commitments of the 6th Legislative Assembly:

- Refresh strategic plans for sustainable economic development and diversification in all sectors
- Increase training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector
- Identify and promote opportunities for new local businesses and services
- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction
- Repatriate fisheries licenses and purchase more fishing quota
- Enhance supports for harvesters
- Create an online marketplace for Nunavut arts and crafts

The department's responsibilities include providing support for the following mandate commitments of the 6th Legislative Assembly:

- Enable elders to access more country food
- Incentivize the use of Inuit labour in housing construction and maintenance
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs

Corporate Management Branch

Corporate Management is responsible for overseeing the management and operations of the department. Corporate Management provides overall central leadership and direction, financial management, policy development, corporate and human resource management, communications and support and oversight of the Government of Nunavut's implementation of the *Nunavummi Nangminiaqqtunik Ikajuuti Act*. Corporate Management is also responsible for managing requests made to the department under the *Access to Information and Protection of Privacy Act*.

Corporate Management is responsible for monitoring the department's progress in the attainment of key government priorities, including implementation of *Katujjiluta*, Inuit societal values, and the department's Inuit Employment Plan. Corporate Management is made up of the Directorate, the Responsible Development division, the Policy, Planning and Communications division, the Nunavummi Nangminiaqqtunik Ikajuuti Secretariat and the Finance and Administration division.

Objectives

- To advise government on strategies to support sustainable development in Nunavut, job creation and providing support for the *Katujjiluta* mandate.
- To harmonize departmental strategies, programs and projects with Government of Nunavut-wide strategies.
- To support the Government of Nunavut in implementing its Nunavut Agreement obligations, in particular Article 24 (Nunavummi Nangminiaqqtunik Ikajuuti (NNI)).
- To gather information and undertake research required to make informed policy decisions.
- To collaborate with organizations and other levels of government and agencies working on economic development and transportation in Nunavut.
- To collaborate with private sector partners to achieve economic growth and support Nunavut's transportation sector.
- To ensure a culturally appropriate and respectful workplace for staff by providing quality training and development opportunities and maintaining open communications across the department.
- To provide sound fiscal management to the department, ensuring the delivery of programs that are fully accountable and produce measurable results.
- To coordinate Government of Nunavut participation in resource development, planning activities and initiatives to improve the regulatory system for land management.
- To support and empower the Sustainable Development Committee, which serves to facilitate the Government of Nunavut's positions on issues of land and resource management.
- To support a consistent and predictable regulatory environment, to attract and retain investment across Nunavut's economic sectors.
- To ensure coordinated development of Nunavut's economy and transportation systems.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Directorate		1,855	1,970	1,970	1,970
<p>The Directorate Division is responsible for the overall management and strategic direction of the department through the offices of the department's executive (including the Deputy Minister, Associate Deputy Minister, and Assistant Deputy Ministers). The Directorate also oversees the implementation of <i>Katujjiluta</i>, Inuit societal values and other Government of Nunavut strategies.</p>					
Responsible Development		191	193	193	193
<p>The Responsible Development Division is responsible for coordinating the Government of Nunavut's participation in processes mandated by the <i>Nunavut Agreement</i> for environmental assessment, land use planning and general monitoring. The division acts as a liaison between the Institutions of Public Governments, Inuit Organizations, Government of Nunavut and federal departments and stakeholders in all resource development planning and related regulatory activities including coordinating the Government of Nunavut's involvement in marine resource development and conservation.</p>					
Policy, Planning and Communications		1,042	1,056	1,056	1,056
<p>Policy, Planning and Communications Division supports and oversees all corporate planning, legislation and policy development along with associated research, and communication.</p>					
<i>Nunavummi Nangminiaqtunik Ikajuuti</i> Secretariat		693	700	700	700
<p>The <i>Nunavummi Nangminiaqtunik Ikajuuti</i> Secretariat is responsible for the facilitation, coordination and implementation of the <i>Nunavummi Nangminiaqtunik Ikajuuti Regulations</i> and is the chief advocate for these regulations in the Government of Nunavut. The <i>Nunavummi Nangminiaqtunik Ikajuuti Regulations</i> were developed responsive to Article 24 of the <i>Nunavut Agreement</i>, with the goal of promoting long-term economic development in Nunavut by maximizing the participation of Inuit and Nunavut residents in the Government of Nunavut's procurement activities.</p>					
Finance and Administration		2,866	2,808	2,808	2,808
<p>The Finance and Administration Division oversees financial planning, training and development, administrative management, financial management and human resource management for the department.</p>					
Total, Corporate Management		6,647	6,727	6,727	6,727

Priorities (2023-24)

- Provide leadership and support to divisions to ensure that *Katujjiluta* priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.

Status: To support ongoing monitoring of Katujjiluta priorities and their implementation across Economic Development and Transportation divisions, Corporate Management

regularly meets with divisional directors and utilizes online collaboration tools to facilitate communication around shared commitments.

- Support the Minerals and Petroleum Resources, Tourism and Cultural Industries, and Fisheries and Sealing divisions to refresh strategic plans for sustainable economic development and diversification in all sectors.

***Status:** Corporate Management supported the Fisheries and Sealing Division to complete their 2023-2028 Strategic Plan, which was published July 2023. Corporate Management continues to work with the Tourism and Cultural Industries Division as well as the Minerals and Petroleum Resources Division to ensure their plans are completed in 2024. Please see the above-referenced divisional sections of this plan for further information.*

- Support the Business Development, Community Operations, Minerals and Petroleum Resources, Tourism and Cultural Industries, and Fisheries and Sealing divisions to increase training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector.

***Status:** Corporate Management participates regularly with staff from other departmental divisions on the interdepartmental Grants and Contributions Working Group to explore ways that funding programs administered by the department can better support training and employment for Nunavummiut.*

- Support the Minerals and Petroleum Resources, Tourism and Cultural Industries, and Community Operations divisions to identify and promote opportunities for new local businesses and services.

***Status:** Corporate Management worked with Minerals and Petroleum Resources to advance work on the Mine Training Plan, with Tourism and Cultural Industries to help launch the Inuit Tourism Mentorship Program, and with Business Development and Community Operations to revise the Country Food Distribution Program Policy to better support traditional harvesting activities.*

- In partnership with Community and Government Services, Qulliq Energy Corporation, and the Nunavut Housing Corporation, investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.

***Status:** This work is ongoing. Corporate Management worked with staff in Community Operations to provide funding to an Arviat-based housing manufacturing facility for business and marketing plan development.*

- Support the Fisheries and Sealing division to repatriate fisheries licenses and purchase more fishing quota.

***Status:** Corporate Management continues to advocate for the repatriation of fisheries licences to Nunavut, including coordinating outreach to the Government of Canada to forward conversations on the issue during Nunavut on the Hill meetings in May 2023 and after the appointment of a new federal Minister of Fisheries and Oceans in July 2023.*

- Support the Fisheries and Sealing and Community Operations divisions to enhance supports for harvesters.
Status: Corporate Management worked with divisional staff on final negotiations of the Sustainable Canadian Agricultural Partnership Agreement, which was signed in the first quarter of 2023/24 and provides enhanced supports for harvesters to develop local infrastructure and innovative technologies necessary for the continued advancement of the traditional harvesting economy.
- Support to Tourism and Cultural Industries division to create an online marketplace for Nunavut arts and crafts.
Status: Corporate Management continues to work with the Tourism and Cultural Industries Division as well as with the Nunavut Development Corporation and the Winnipeg Art Gallery, whose online shops ship worldwide. The department has also historically conducted a variety of marketing activities including training artists on e-commerce platforms such as Etsy, Shopify, and Facebook which are employed effectively by Nunavummiut. Through research and consultation conducted for the forthcoming Arts and Cultural Industries Strategy, the department learned that stakeholders have a need for an informational site on funding and business opportunities and to promote their already established online stores, instead of another online marketplace. In an effort to avoid duplication of these already established online arts and crafts marketplaces, the department will focus on promotion and marketing and providing resources for artists through an online portal. Work in this direction will continue through the 2024/25 fiscal year.
- Support the Department of Family Services to enable elders to access more country food.
Status: Staff from Corporate Management have attended all Food Security working group meetings to date and will continue to support The Department of Family Services on issues of food security and enabling elders access to more country food. Specific provisions to provide country food to elders have been incorporated into draft updates to the Country Food Distribution Program policy, which is target for completion by the end of this Fiscal Year.
- Support the Nunavut Housing Corporation to incentivize the use of Inuit labour in housing construction and maintenance.
Status: Corporate Management staff supported the Nunavummi Nangminiqagtunik Ikajuuti Secretariat to engage with Nunavut Tunngavik Inc to determine a path forward for the legislated comprehensive review of the Nunavummi Nangminiqagtunik Ikajuuti Regulations, which will help further incentivize the use of Inuit labour in housing construction and maintenance. The status of the comprehensive review is on hold pending outcome of judicial review. In the interim, corporate Management will support the Nunavummi Nangminiqagtunik Ikajuuti Secretariat to initiate internal work on the Nunavummi Nangminiqagtunik Ikajuuti review to ensure our responsibilities under the regulations are fulfilled as much as possible.
- Support the Nunavut Housing Corporation to prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
Status: Corporate Management has assisted other divisions in a number of projects that will support the Nunavut Housing Corporation in their efforts to realize the Nunavut 3000 strategy, including undertaking work on the Kivalliq Inter-Community Road Study and providing funding for the housing manufacturing facility in Arviat. Please see the Transportation and Community Operations sections of this plan for more information.

- Support the Department of Education and the Department of Family Services to prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
Status: Corporate Management worked with the Mineral and Petroleum Resources division, in conjunction and consultation with the Department of Family Services, Nunavut Arctic College, and the Department of Education, to prepare the Mine Training Strategy for Cabinet Approval, with submission targeted for the end of this Fiscal Year (2023/24).
- Establish final priorities and proposed objectives through ongoing consultation with Nunavut Tunngavik Inc., the private sector and GN procurement officials with the goal of preparing amendments, mutually agreeable to NTI and the GN, to a revised set of NNI Regulations. Targets in revised NNI Regulations will be to enhance opportunities for Inuit employment, training and the growth of genuine Inuit owned and controlled firms.
Status: Discussions with Nunavut Tunngavik Inc are paused pending the outcome of a judicial review. Corporate Management will support Nunavummi Nangminiqagtunik Ikajuuti staff on internal work on the Nunavummi Nangminiqagtunik Ikajuuti review to ensure our responsibilities under the regulations are fulfilled as much as possible until further involvement from Nunavut Tunngavik Inc.
- Prepare and implement the Motor Vehicles e-commerce pilot project on the new GN website.
Status: Work on Motor Vehicles e-commerce functions for the new Government of Nunavut website are on hold pending development of the new Government of Nunavut website.
- Initiate discussions with Community and Government Services regarding a potential interdepartmental reorganization to align the GN's infrastructure, land development, and local government branches.
Status: Analysis and option development has begun. The department's new Associate Deputy position in Rankin Inlet is filled and will focus on collaborating with the Community and Government Services counterpart on this reorganization process. Finance has been engaged and is advising on how best to structure such a major reorganization within the existing budget cycles.
- Engage with the Devolution Secretariat to further planning for the integration of land and resource management responsibilities upon handover from the Government of Canada.
Status: Ongoing. Devolution Agreement was completed and signed this fiscal year. The department will collaborate with Executive and Intergovernmental Affairs on implementation activities and related subsequent negotiations.

Priorities (2024-25)

- Provide leadership and support to divisions to ensure that *Katuujiluta* priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Support the Minerals and Petroleum Resources Division during consultations and drafting of the Mineral Exploration and Mining Strategy in preparation for finalization by the fourth quarter of 2024/25.

- Support the Minerals and Petroleum Resources Division to finalise the Implementation Plan of the Nunavut Mine Training Strategy with the departments of Family Service, the Nunavut Arctic College, and other partners.
- Pending development of new Government of Nunavut website, determine next steps for Motor vehicles e-commerce pilot project on the new website.
- Pending development of new Government of Nunavut website, explore options to increase availability of departmental services through e-commerce on the new website.
- Pending outcome of Judicial Review, continue engagement with Nunavut Tunngavik Inc. to establish priorities and objectives for preparing amendments, mutually agreeable to Nunavut Tunngavik Inc. and the Government of Nunavut, to a revised set of Nunavummi Nangminiqagtunik Ikajuuti Regulations.
- Work with the departments of Human Resources, Finance and Community and Government Services to initiate the realignment of the departments of Community and Government Services and Economic Development and Transportation to support infrastructure management.
- The department will collaborate with stakeholders including Government of Nunavut Departments of Environment and Community and Government Services, Nunavut Housing Corporation, and Qulliq Energy Corporation to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.
- Engage with the Devolution Secretariat to further planning for the integration of land and resource management responsibilities upon handover from the Government of Canada.

Priorities (April to October 2025)

- Provide leadership and support to divisions to ensure that *Katujjiluta* priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Carry out Nunavut wide, region by region, instruction and training to Government of Nunavut contracting authorities and Nunavut businesses on successful uptake and compliance to revised Nunavummi Nangminiqagtunik Ikajuuti Regulations.
- Continue work with the departments Human Resources, Finance and Community and Government Services to complete the realignment of the Community and Government Services and Economic Development and Transportation to support Infrastructure management.

Transportation Branch

The Transportation Branch serves to connect Nunavummiut to one another and to the rest of Canada. The branch is responsible for critical elements of Nunavut’s transportation system, encompassing air, land, and marine transport modes. This includes operating community and regional hub airports, administering traffic safety legislation and supporting programs, and supporting community-based and strategic territorial priorities for road and marine infrastructure development. The Transportation branch includes the Transportation Policy and Planning division, the Motor Vehicles division, the Nunavut Airports division, and the Iqaluit International Airport division.

Transportation Policy and Planning

Transportation Policy and Planning Division is responsible for planning the development of roads, marine, and air infrastructure for Nunavut. The division develops long and short-term plans and strategies for Nunavut's transportation system, advocates for Nunavut's unique needs in federal government transportation policy activities and works to secure and manage ongoing funding agreements with the federal government. The division also works with communities and transportation users to plan for transportation-related infrastructure.

Objectives

- Help ensure the participation of Nunavummiut in the development of the economy by promoting the construction of infrastructure that provides access to resources and contributes to the development of social capital and human resources.
- Develop, operate and maintain critical pieces of transportation infrastructure to facilitate the efficient movement of people and goods throughout the territory.
- Implement the recommendations of the Nunavut Transportation Strategy.
- Work with the federal government to advance projects to build or improve roads, airports, and marine infrastructure.
- Advance the development of Nunavut's community-based marine infrastructure for the benefit of Nunavummiut, commercial fisheries and marine transportation service providers.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Division Operations		1,616	2,426	2,426	2,426

Transportation Policy and Planning develops and implements long and short-term plans and strategies for Nunavut's transportation infrastructure, oversees the implementation of the Nunavut Transportation Strategy, coordinates the department’s capital planning and oversees the operation and maintenance of marine infrastructure owned by the department.

NOTE: The Division Operations budget increase beginning in 2024-25 is due to new expenses related to the opening and ongoing operations of the Iqaluit Deep Water Port and the Pond Inlet Marine Infrastructure Project.

Community Transportation Initiatives Program	1,800	1,800	1,800	1,800
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This program supports communities to develop local transportation facilities and infrastructure to connect communities, natural resource development opportunities, and traditional livelihood activities.

Total, Transportation Policy and Planning	3,416	4,226	4,226	4,226
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Priorities (2023-24)

- Monitor changes in federal infrastructure programs and identify and prioritize transportation projects for submission to future calls for proposals.
Status: It appears unlikely that the National Trade Corridors Fund will issue further Arctic and Northern calls for proposals; similarly, the Safety Equipment and Basic Marine Infrastructure in Northern Communities Initiative (Oceans Protection Plan) intake in February 2023 appears to be the programs' last.
- Monitor design, procurement and delivery of airport and marine infrastructure projects.
Status: Six airport terminal building projects have been awarded and are under construction (Chesterfield Inlet, Naujaat, Kimmirut, Kugluktuk, Whale Cove, and Rankin Inlet). An engineering and design contract for the Qikiqtarjuaq port has been awarded. Mobile equipment shelters for Arviat, Pond Inlet, Grise Fiord, Kugluktuk, Gjoa Haven, Kugaaruk and Taloyoak have entered the design phase.
- Based on the results of the comprehensive marine infrastructure scoping studies, develop an implementation plan prioritizing projects and considering departmental resources and opportunities for increased federal support and participation in marine infrastructure development.
Status: A sealift improvement project proposal for five communities, based on output of the scoping work, was submitted to a call for proposals under the Oceans Protection Plan in early 2023. The final report has yet to be published, and the implementation plan has been delayed as a consequence.

Priorities (2024-25)

- Based on the results of the comprehensive marine infrastructure scoping studies, develop an implementation plan prioritizing projects and considering departmental resources and opportunities for increased federal support and participation in marine infrastructure development.
- Based on the outcome of the Kivalliq inter-community road study, identify the project's next steps.
- Undertake an evaluation of *Ingirrasiliqta*: the Nunavut Transportation Strategy, including progress towards completing actions and achieving objectives set out in the strategy.

- Develop a plan for reclamation and/or re-purposing of legacy airport buildings and lands, incorporating new commercial opportunities where possible.
- Monitor the delivery of approved and funded sealift improvement projects in Arviat, Rankin Inlet, Chesterfield Inlet, Baker Lake, Kugaaruk, Cambridge Bay, Kinngait, Qikiqtarjuaq, Taloyoak, Arctic Bay, Igloolik, Sanikiluaq, and Kimmirut.
- Evaluate the effectiveness of marine operations at Iqaluit and Pond Inlet during the 2023 and 2024 operating seasons.
- Publish final report of the comprehensive marine infrastructure scoping studies project and complete associated implementation plan prioritizing projects and considering departmental resources and opportunities for increased federal support and participation in marine infrastructure development.
- In light of National Trade Corridors Fund and Oceans Protection Plan likely winding down, monitor changes or possible new additions to federal infrastructure programs and identify and prioritize transportation projects for submission to future calls for proposals.

Priorities (April to October 2025)

- Evaluate the effectiveness of marine operations.
- Monitor delivery and completion of sealift improvement projects communities, as appropriate.
- Implement changes to Iqaluit and Pond Inlet marine facility operations based on previously completed evaluation.

Motor Vehicles

The safety of road users is the priority of the Motor Vehicles Division. Motor Vehicles provides services and programs to ensure established motor vehicle regulations and safety requirements are promoted to road users and enforced as required. The division administers all aspects of driver licensing and vehicle registrations and maintains statistics for accident reporting. Additionally, the division undertakes the delivery of General Identification Cards, Nunavut's primary identification system. The division also works to ensure that Motor Vehicles services are available throughout the Territory.

Objectives

- To ensure that established Nunavut motor vehicle regulations and safety codes are up to date and enforced.
- To conduct driver testing, issue driver licences, vehicle registration, and General Identification Cards.
- To promote road safety awareness to reduce accidents and fatalities.
- To cooperate with provincial and territorial jurisdictions to ensure reciprocal recognition of

Nunavut Drivers Licences as defined in the Canadian Drivers Licence Agreement.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Division Operations		4,165	4,198	4,198	4,198
The Motor Vehicles Division ensures Nunavut’s traffic safety legislation meets national standards. The division also works to ensure traffic safety legislation is implemented throughout Nunavut, including by ensuring driver’s licencing, motor vehicles registration, and the government’s General Identity Cards are available in all communities.					
Total, Motor Vehicles		4,165	4,198	4,198	4,198

Priorities (2023-24)

- Review Demerit Point assignments, including the addition of automated letters to clients at 8, 12, and 15 points.
Status: Ongoing. This work is anticipated to be delayed to 2024-25 due to internal capacity issues.
- Review and update Motor Vehicles Division internet-based services.
Status: E-mail services are vastly improved and working well. Service delivery of license and ID renewal requests and vehicle registration will continue to be provided via e-mail.
- Recruit a Director, Motor Vehicles Services, and establish the new divisional headquarters in Rankin Inlet as per the approved reorganization plan.
Status: New Job descriptions are almost completed. Competitions to be posted starting the end of 2023 to coincide with office space renovation completion. Rankin office to start renos in November 2023.
- Conduct review of the School Bus Regulations and Driver’s Licence Regulations.
Status: Ongoing. This work is anticipated to be delayed to 2024-25 due to internal capacity issues.
- Review the effectiveness of the Motor Vehicles Information System in advance of the contract expiration in November 2024.
Status: Motor Vehicle Information System is proving to be very effective. Small tweaks in the system to keep up with industry changes, Vehicle information Number tracking, gender categories, and annual data collection are proceeding.

Priorities (2024-25)

- Review Demerit Point assignments, including the addition of automated letters to clients at 8, 12, and 15 points.
- Conduct review of the School Bus Regulations and Driver’s Licence Regulations.

- Based on the review of the Motor Vehicle Information System, complete procurement, or extension process to ensure continuity of services.
- Develop recommendations for future management of motor vehicles information.
- Work to internally structure the division to best support its regional operations .

Priorities (April to October 2025)

- Implement recommended changes to the Motor Vehicles Information System.
- Evaluate internal training provided to division staff. Evaluate the success of community access to motor vehicle services via online portals and community offices, and divisional offices.

Nunavut Airports

Nunavut Airports Division is responsible for the operation and maintenance of 24 of Nunavut's Airports; all airports with the exception of Iqaluit. The division ensures facilities are in regulatory compliance and that staff and equipment meet or exceed federal standards. The division also ensures close working relationships with Transport Canada, Nav Canada, and local community governments and contractors who provide services to operate and maintain community airports and with consultants and contractors who deliver construction projects.

Objectives

- Ensure safe airport services and facilities are available to all residents of Nunavut by maintaining federal airport certification and authorization on all 24 airports.
- Provide for efficient movement of people and goods by ensuring adequate airport facilities for scheduled air service to each community.
- Provide support for facility planning, airport construction, and rehabilitation projects in compliance with regulatory and design standards for airports as directed by federal statutes.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Division Operations		21,271	22,233	22,233	22,233

Nunavut Airports ensures safe and efficient airport services and facilities are available in all Nunavut communities with the exception of Iqaluit (which is supported separately).

NOTE: The budgetary increase in 2024-25 onward is due to new airport operations management contracts and a small branch level reorganization which resulted in two positions moving to Nunavut Airports from Transportation Policy and Planning.

Simata Pitsiulak Aviation Scholarships	30	30	30	30
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This program provides scholarships to students from Nunavut and Nunavut Inuit who are pursuing full-time studies leading towards a northern aviation career.

Total, Nunavut Airports	21,301	22,263	22,263	22,263
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Priorities (2023-24)

- Identify two major rehabilitation priorities for submission to Transport Canada’s Airport Capital Assistance Program.
Status: Both Qikiqtarjuaq and Sanikiluaq have been identified as priority airport sites requiring surface upgrades, drainage improvements and replenishment of their respective airport gravel stockpiles. Project applications for each site will be developed for the Airport Capital Assistance Program and are anticipated for submission by the end of March 2024.
- Support the construction of new air terminal buildings in Kugluktuk, Kimmirut, Whale Cove, Chesterfield Inlet, Naujaat, and Rankin Inlet.
Status: Construction of the new air terminal buildings in Kugluktuk, Kimmirut, Whale Cove, Chesterfield Inlet, Naujaat and Rankin Inlet are underway and proceeding well. Project approvals are in place with Transport Canada and land use approvals are in place with NavCanada. The division is working closely with other government departments, municipalities, airlines and other project partners towards the successful completion of these projects.
- Conduct independent quality assurance audits at eight Nunavut airports; review results and address deficiencies.
Status: The division successfully completed quality assurance audits at airports in Clyde River, Igloolik, Kinngait, Sanirajak, Cambridge Bay, Kugluktuk, Arviat, and Whale Cove.
- Undertake Emergency Response Plan tests at all Nunavut airports in accordance with the regulations.
Status: Table-top tests of an airport’s Emergency Response Plan were recently completed by regional transportation staff at Cambridge Bay, Igloolik, Kinngait, and Sanikiluaq with additional tests at all remaining airports scheduled to be completed by the end of March 2024.
- Support project planning and construction of new airport parking garage in Pond Inlet, Arviat, Gjoa Haven, Taloyoak, Kugaaruk, and Kugluktuk.
Status: Environmental site assessments have been completed on the proposed building lots at each airport where a parking garage is to be constructed. Additional design and planning to take place in 2024/25 with construction anticipated to start in 2025. All projects are fully funded by the National Trade Corridors Fund.

Priorities (2024-25)

- Identify two major rehabilitation priorities for submission to Transport Canada’s Airport Capital Assistance Program.
- Support the construction of the new air terminal building in Rankin Inlet.
- Conduct independent quality assurance audits at eight Nunavut airports; review results and address deficiencies.

- Undertake Emergency Response Plan tests at all Nunavut airports in accordance with the regulations.
- Support project planning and construction of new airport parking garage in Pond Inlet, Arviat, Gjoa Haven, Taloyoak, Kugaaruk, and Kugluktuk.

Priorities (April to October 2025)

- Identify two major rehabilitation priorities for submission to Transport Canada's Airport Capital Assistance Program.
- Support the construction of new air terminal buildings in Kugluktuk, Kimmirut, Whale Cove, Chesterfield Inlet, Naujaat, and Rankin Inlet.
- Undertake Emergency Response Plan tests at all Nunavut airports in accordance with the regulations.
- Conduct independent quality assurance audits at eight Nunavut airports; review results and address deficiencies.

Iqaluit International Airport

Iqaluit International Airport Division serves a vital role in supporting air transportation in Nunavut, trans-Atlantic air navigation, polar routes, and North American Air Defense. As one of 26 airports included in Canada's National Airport System, the Iqaluit Airport is deemed to be of strategic importance to Canada. The airport also fulfills an important international role serving as a safe alternative landing location for hundreds of transcontinental flights per week. Additionally, the airport serves a vital role for Nunavut as a regional hub for people and goods.

In 2013, the Government of Nunavut signed a Public-Private-Partnership (P3) Agreement with Arctic Infrastructure Partners to design, build, finance, operate, and maintain the airport for 30 years. Payment to Arctic Infrastructure Partners is in the form of three Annual Service Payments as follows: 1) Operations and Maintenance 2) Capital Cost Repayment (paid from Operations and Maintenance); 3) Life Cycle Replacement (paid through Capital appropriations).

Objectives

- Ensure safe, efficient, and effective management and operation of the Iqaluit International Airport in accordance with the Aeronautics Act, the Canadian Aviation Regulations, and the Canadian Aviation Security Regulations.
- Maintain designation as a National Airport System facility and international alternate use airport.
- Provide oversight of the private partner's performance under the Iqaluit International Airport Improvement Project Agreement and manage those responsibilities which remain with the department.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Iqaluit International Airport		25,392	25,397	25,397	25,397
This division ensures the safe, reliable, efficient, and effective operation of Iqaluit International Airport.					
Total, Iqaluit International Airport		25,392	25,397	25,397	25,397

Priorities (2023-24)

- Undertake structural & building envelope repairs of the Old Terminal Building.
Status: Structural repairs will be completed by September 2023. The envelope repairs have provided to be more complex in nature. We are working with our engineering consultant to test a solution over Winter 2023, with testing anticipated to conclude in Spring 2024. The outcome of the tests will determine if the proposed solution works. Based on estimated costs the project will need to be sent out for tender. Depending on timelines it is possible work on the envelope repair could start in the summer of 2024 but most likely will need to be pushed back for a 2025 start date.
- Monitor the Private Partners' compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.
Status: The Private Partner is currently meeting all its obligations under the Project Agreement. During review, six non-compliance points were awarded; all were minor in nature with no monetary penalties levied.
- Initiate surplus/divestiture process of certain lands no longer required for airport purposes.
Status: The department's main priority in this area is to complete the transfer of surplus lands to the City of Iqaluit as per the Memorandum of Understanding executed with the City of Iqaluit on April 7, 2014. Due to the complex nature of the environmental piece of the lands file the process has taken longer than expected. The majority of lots within Lot 666 will be transferred in 2023. Lot 667 is expected to be transferred in 2024. Lot 664 provide a greater challenge with environmental concerns and the department will work to transfer the land in 2023/2024 to Community and Government Services to administer as per the Government of Nunavut's surplus policy.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
Status: The airport is continuing to work with airport stakeholders to develop its lands. 2023 will see the start of construction on a new multi-purpose hangar by Transport Canada as well as the signing of leases that will allow for development of a new Fixed Base Operator Facility, Ground Service Equipment Maintenance Building, and Helicopter Hangar.
- Develop a 20-30 year capital lifecycle plan for the Old Terminal Building.

***Status:** Delayed to 2025-26, due to an unexpected need to replace the Old Air Terminal Building's boilers, budget and resources have been prioritized to completing this task. Funding for the purchase of new boilers has been secured from the department's 2023 budget, while a request for funding for installation is anticipated to be submitted in 2024.*

Priorities (2024-25)

- Monitor the Private Partners' compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
- Replace the boilers in the old Iqaluit Air Terminal Building.
- Complete the surplus/divestiture process of certain lands no longer required for airport purposes.

Priorities (April to October 2025)

- Monitor the Private Partners' compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
- Develop a 20-30 year capital lifecycle plan for the old Iqaluit Air Terminal Building.

Economic Development Branch

The Economic Development Branch serves the well-being and self-reliance of Nunavummiut by working to maximize and diversify economic opportunities. The branch includes the three Community Operations divisions, the Business Development division, the Tourism and Cultural Industries division, the Minerals and Petroleum Resources division, and the Fisheries and Sealing division. The Economic Development Branch also administers the Government of Nunavut's funding agreements with the Nunavut Development Corporation and the Nunavut Business Credit Corporation.

Business Development

The Business Development Division leads and provides strategic oversight and delivery of the Department's economic and business development programs. The Business Development Division works closely with the Community Operations divisions in each of the three regions, as well as working closely with the other economic development divisions to fulfill a key role in enhancing and supporting Nunavut economic sectors locally, nationally, and internationally.

Objectives

- To set out vision and action plans that provide strategic focus on economic development programming to better serve Nunavummiut.
- Align departmental goals in economic development programs and ensure policies are positioned with the Nunavut Economic Development Strategy and key government priorities.
- Coordinate funding with the regional economic development offices as it relates to departmental grants and contributions programs.
- Ensure effective tracking, monitoring, and reporting on the department's grants and contributions programs.
- Work with all levels of government to enhance economic opportunities for Nunavummiut.
- Responsible for supporting the functions of the Supervisor of Cooperatives under the *Co-operative Associations Act*.
- Responsible for supporting Nunavut's Minister responsible for Trade. Including advising on national and international trade relations.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Division Operations		795	803	803	803

Business Development supports all economic sectors in the territory and works with other governmental and non-governmental organizations and sector associations, and manages the development, review, and implementation of the Nunavut Economic Development Strategy.

Nunavut Development Corporation

	3, 358	3, 358	3, 358	3,358
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The Nunavut Development Corporation Contribution Program supports operations of that territorial corporation which is mandated to create employment and income opportunities and stimulate the growth of business. The Corporation manages a Venture Investment Fund that places equity investments in Nunavut businesses in core economic sectors such as fisheries and tourism. The Corporation also owns eight subsidiary companies in Nunavut's arts and crafts, commercial fishing, and food processing sectors. Nunavut Development Corporation also runs an Inuit art marketing service that supports the promotion of Inuit art both domestically and abroad.

Nunavut Business Credit Corporation

	900	900	900	900
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The Nunavut Business Credit Corporation Contribution Program support that territorial corporation whose mandate is to stimulate economic development and employment in Nunavut by supporting, financing, and investing in resident business enterprises. As the lender of northern opportunity, Nunavut Business Credit Corporation provides financing alternatives to small and medium business enterprises in Nunavut.

Strategic Investments Program	1,796	1,796	1,796	1,796
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The Strategic Investments Program supports the implementation of the economic development priorities identified in *Katujiqatigiit* and the *Nunavut Economic Development Strategy*. The program provides contributions to business development and job creation projects as well as economic development projects sponsored by external organizations.

Small Business Support Program	823	823	823	823
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The Small Business Support Program provides contributions to community-based businesses and organizations to develop business opportunities, foster entrepreneurial skills and provide business aftercare services.

Community Capacity Building Program	4,454	4,454	4,454	4,454
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The *Community Capacity Building Contribution Program* provides a contribution to every Nunavut municipality to allow each to employ a qualified economic development officer. The program also supports community economic development projects and training.

Program Partnerships	3,820	3,820	3,820	3,820
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This contribution program supports Economic Development in Nunavut through targeted funding for partner organizations. It serves to ensure funding is available for a range of partner organisation, including Nunavut-wide economic development organisations, regional economic development organisations (including regional chambers of commerce and regional business development centers), and sector specific industry organisations.

Country Food Distribution Program	1,576	1,576	1,576	1,576
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This contribution program supports the harvesting sector through investments and operations funding for modern energy efficient community freezers, retrofitting existing harvesting infrastructure, and by supporting locally identified harvesting and training initiatives that benefit the harvesting economy in every community of Nunavut.

Total, Business Development	17,522	17,530	17,530	17,530
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Priorities (2023-24)

- Ensure a new Director, Business Development is hired early in the fiscal year and continue to implement the reorganization proposal.
Status: The department attempted internal transfers to fill the position; however, both ended quickly due to reasons outside the department’s control. The department is now seeking to competitively staffing the position (indeterminately if a Nunavut Inuk, or on a three-year term if not). The department anticipates having the position staffed in early 2024/25.
- Increase collaboration with the Inuit organisations relative to program management and coordination.
Status: The department has met with Kakivak Association, QIA, and NTI on ways to work more collaboratively together to further Nunavut’s economic development. This important work is expected to expand once the Director, Business Development is hired.

- Review results of 2022-23 changes to variance reporting and continue to make improvements that will better enable economic development funding to be utilized across programs efficiently throughout the year. Explore options for technological or software solutions to support this work.
Status: The changes made are creating improvements in projections and the department's ability to efficiently fund projects through the territory. Economic Development and Transportation is collaborating with the Department of Finance lead Enterprise Resource Planning project, The Business Development Division is advising on operational needs.
- Explore opportunities for increased small business ownership and participation in Nunavut communities.
Status: The department did community visits with the majority of communities and met with Community Economic Development Officers to explore options in communities. The department also participated in the Nunavut Economic Development Associations community tours.
- Review the sunset Country Food Distribution Program to include lessons learned from previous funding years and to ensure closer alignment with the *Katujjiluta* mandate.
Status: The Country Food Distribution Program has been reviewed, changes are being explored to the funding levels and to make Elders applications a priority within the program. The updated policy is anticipated by the end of this Fiscal Year (2023/24).

Priorities (2024-25)

- Ensure a new Director, Business Development is hired early in the fiscal year and continue to implement the reorganization proposal.
- In collaboration with the Community Operations Divisions, deepen working relationships with Regional Inuit Associations and economic development agencies to support small business-related training.
- Ensure internal monitoring and tracking systems capture the detail required to better align program with sector strategic plans.
- Coordinate a comprehensive review of the Grants & Contributions Policy, including delivery of the Nunavut Mine Training Fund, the Policy on Program Partnerships, the Science Education Enabling Program, and the Small Business Support Program.
- Explore research opportunities related to the harvesting sector so that the Government of Nunavut and other stakeholders develop a better understanding, comprehension and establish more data relative to the social, economic and cultural impacts in the harvesting sector on Nunavut.

Priorities (April to October 2025)

- Continue to deepen working relationships with Regional Inuit Associations and economic development agencies to support small business opportunities.
- Review of the Grants and Contributions policy for potential improvements.
- Coordinate with stakeholders in supporting formal research project relative to the harvesting sector.

Community Operations

The three regional Community Operations divisions are responsible for the strategic direction, program delivery, and advancement of economic and business development in Nunavut. The divisions administer most of the department's grant and contribution programs and identify economic development opportunities in all sectors of the Nunavut economy. Together the divisions advance economic development strategies and initiatives to ensure Nunavut communities can enhance their capacity and achieve sustainable economic growth and diversification.

Objectives

- Provide leadership and strategic oversight to advance economic and business development opportunities.
- Ensure the delivery of fair, consistent, and accessible economic development programs and services across the territory.
- Collaborate with stakeholders to address local and regional economic development needs through stakeholder engagement and the administration of departmental programs and strategies.
- Identify and promote potential economic opportunities through education, program improvements, and funding to businesses and other organizations.
- Support economic stakeholders and communities with identifying, addressing, and benefitting from new and current economic opportunities.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Community Operations		4,509	4,567	4,567	4567
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The Community Operations divisions are the key program delivery arm of the branch. The division provides direct support to regional organizations and community governments to foster community economic development. Community Operations offices are decentralized to Kugluktuk, Rankin Inlet, Pangnirtung, and Pond Inlet.

Total, Community Operations	4,509	4,567	4,567	4,567
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Priorities (2023-24)

- Support and ensure Nunavut benefit is derived from economic infrastructure projects, by strengthening internal application assessment, review, and decision-making processes.

Status: The department continues to monitor and help implement provisions of Nunavummi Nangminiqaqtunik Ikajuuti Regulations that ensure economic benefits for Nunavut businesses and jobs for Nunavummiut. The department is also investing program funding into community-based training projects (such as the Arviat Heavy Equipment Operator Training Program), sector-specific training programs (such as prospector training and cruise-ship readiness training) and private sector training (such as small business mentorships for 60 Nunavut businesses through the Nunavut Community Futures Association).
- Increase collaboration with the Inuit organisations relative to program management and coordination to identify needs and reduce duplication in funding areas.

Status: The department has established multiple inter-agency working groups with Inuit orgs, including with the Kivalliq Inuit Association, Sakku Investments Corporation, Nunavut Tunngavik Incorporated and Makigiaqta Inuit Training Corporation. The various groups cooperate, share information and sometimes collaborate on providing program funding that supports economic development, training and capacity building projects.
- Explore opportunities to improve monitoring and reporting on economic development programs delivered by the department.

Status: This fiscal year the department committed \$250,000 in Strategic Investments Program funding in helping the Nunavut Economic Developers Association develop an online program tracking database that will help communities and governments better understand and plan for economic development in communities. The department is also exploring options to expand its internal program tracking systems.
- Launch the Sustainable Canadian Agricultural Partnership agreement, a federally funded program that is dedicated to enhancing the agriculture, agri-food production and harvesting sectors in Nunavut.

Status: The 5-year \$3.1 million Sustainable Canadian Agricultural Partnership agreement between the Government of Nunavut and Agriculture & Agri-Food Canada was signed in early 2023/2024. Under the program, the department will expand its investments in harvesting infrastructure (such as community freezers), harvesting-related research and capacity building in the harvesting sector. As of November, 2023, the department has committed \$428,560 in this program's 2023/24 funding in support for the design and construction of the new community freezer for Rankin Inlet, in addition to \$400,000 in funding from the department's Country Food Distribution Program. Both programs are also enhancing ongoing investments in the purchase and distribution of country foods to communities (including elder groups within communities).
- Support the Business Development Division to review the Country Food Distribution Program

and identify areas for growth.

Status: A formal review of the Country Food Distribution Program policy (which sunset in March 2023) was completed in June 2023. Several recommendations for amendment are being explored, relative to increasing funding limits, improving program accessibility, disbursing more funding for food security purposes, expanding investments in infrastructure and enhancing ongoing operational funding required to operate the infrastructure. An updated contribution policy is anticipated by the end of the fiscal year.

Priorities (2024-25)

- Participate in a comprehensive review of the Grants & Contributions Policy, including the Nunavut Mine Training Fund, the Policy on Program Partnerships, the Science Education Enabling Program, and the Small Business Support Program.
- Explore options for a dedicated program that supports the integration of renewable energy initiatives for small businesses and community infrastructure initiatives that are economic development in nature.
- Support and participate in research opportunities related to the harvesting sector so that the government and other stakeholders develop a better understanding, comprehension and establish more data relative to the social, economic and cultural impacts in the harvesting sector on Nunavut.

Priorities (April to October 2025)

- Review Community Operations organizational structure and relation to the rest of the Economic Development Branch to ensure it effectively meets increasing demand for programs.
- Support investment in social enterprise pilot projects in each of the regions.

Tourism and Cultural Industries

The Tourism and Cultural Industries division works with Nunavummiut to develop strong and sustainable tourism and cultural industries sectors throughout Nunavut. The division administers funding programs and provides information and advice to businesses, community organizations, non-governmental organizations, and sector associations to help create community-based sustainable economic development opportunities.

Objectives

- Guide travel and tourism development through continued collaboration between government and stakeholders.
- Develop and coordinate initiatives and programs to support Nunavut's cultural industries.
- Provide quality advice and support on tourism and cultural industries.
- Support the operation of Nunavut's network of Visitor's Centres.

- Undertake initiatives to market the territory’s tourism sector.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Division Operations		3,130	3,157	3,157	3,157
Tourism and Cultural Industries supports the tourism sector and cultural industries, works with non-governmental organizations and sector associations, and manages the development, implementation, and review of the Government of Nunavut’s cultural industries and tourism development strategies.					
Nunavut Film, Television, and New Media Program		1,136	1,136	1,136	1,136
This program supports the growth and development of Nunavut screen-based media and the participation of Nunavummiut in the industry. Program funding allows for financial support for film, television, and new media productions that use and emphasize Inuit content and expertise.					
Visitor Centres Program		89	89	89	89
This contribution program works with municipal governments and partner organizations to support the operations of established community visitor centers.					
Community Tourism and Cultural Industries Program		1,328	1,328	1,328	1,328
This contribution program strengthens community infrastructure and readiness for the tourism industry and enhances economic development in the full range of creative sectors.					
Total, Tourism and Cultural Industries		5,683	5,710	5,710	5,710

Status of Progress on Priorities (2023-24)

- Finalize the Tourism Strategy to focus on increasing visitation and economic impact.
Status: The department has entered into a contract to create a new Tourism Strategy with a focus on increasing visitation and economic impact, with an aim to have a draft completed by the end of this Fiscal Year (2023/24).
- Distribute the Arts and Creative Industries Strategy and develop an implementation plan.
Status: Work on the Arts and Creative Industries Strategy commenced in 2019, and was updated to account for the impacts of COVID and to incorporate the Katujjiluta Mandate. The priority has been delayed due to internal capacity. The department is working to revise the draft strategy, which is anticipated for release by the end of this fiscal year (2023/24).
- Coordinate cultural industries and tourism marketing initiatives to promote both sectors.

***Status:** Co-ordination of arts and tourism marketing is ongoing, including through posting of arts and culture on the Destination Nunavut Facebook and Instagram accounts, and including artists in tourism industry tradeshows and conferences to showcase their talents and connect with media. Additionally, this year the department developed a promotional commercial for the Nunavut arts sector which is anticipated to be launched by the end of this Fiscal Year (2023/24).*

- Reintroduce the *Nalunaiqsijiit* training program.
***Status:** Nalunaiqsijiit training program was reintroduced for the 2023 sailing season, with eight Inuit taking part in on-board internships. Divisional staff continues to meet with Association of Arctic Expedition Cruise Operators to discuss ways to improve the program.*
- Develop an online information portal for the multiagency cruise ship permitting processes.
***Status:** Discussions are being held with the Department of Environment to consider options considered in a 2017 report. The department is working to collaborate with other licencing stakeholders including Parks Canada, Inuit Heritage Trust and the Department of Culture and Heritage.*
- Implement an Inuit tourism business mentorship program.
***Status:** The Inuit tourism mentorship program was initiated through a partnership with a service provider. Four mentorships are anticipated to occur in the 2023/24 fiscal year.*
- Commission a feasibility study to explore the concept of a central body to provide representation, coordination, expertise, and support across the arts and cultural industries.
***Status:** A contract has been issued for a feasibility study to explore the concept of a central body to provide representation, coordination, expertise, and support across the arts and cultural industries, in advance of the territorial arts summit planned for the 2024/25 fiscal year. Work on this initiative is being carried out in collaboration with the Department of Culture and Heritage.*

Priorities (2024-25)

- Distribute the Arts and Creative Industries Strategy and develop an implementation plan.
- Host an arts summit in the territory to discuss how a territorial organization for artists could be structured and more inclusive for all forms of art.
- Continue work to create an online arts and crafts web portal in all official languages-
- Develop a curriculum for “business skills for artists”.
- Finalize the Nunavut Marine Tourism Management Plan II
- Work to better coordinate support for Visitors Centers and Arts with other arms of the Government of Nunavut.

Priorities (April to October 2025)

- Promote sustainable tourism and cultural preservation.
- Oversee the delivery of business training to artists.
- Develop a relationship with CARFAC (Canadian Artist Representation) in support of artists legal rights.

Minerals and Petroleum Resources

The Minerals and Petroleum Resources Division promotes Nunavut as a sound place to invest by encouraging and supporting the development of sustainable mining and petroleum industries in Nunavut. This support includes the development of geoscience information infrastructure, financial and technical support for prospectors, enhancing public awareness, investor confidence, and liaison with key players, including industry, local service sectors, and potential workforce participants.

Objectives

- Implement Nunavut's mineral exploration and mining strategy and help ensure the development of Nunavut's vast mineral wealth will provide the maximum benefit to Nunavummiut.
- Participate, educate, and increase awareness in the regulatory, environmental and socio-economic assessment process.
- Develop mining and petroleum industries in Nunavut by providing support for prospectors and the exploration sector, and by promoting to investors.
- Assist in acquiring new geoscience information and ensuring that both new and existing data are readily available to support mineral exploration and development in Nunavut.
- Perform strategic analyses, research, and monitoring of exploration activity, mineral potential, and other issues and conditions essential for discovery and mine development, closure, and rehabilitation to contribute to a sustainable resource industry.
- Support the environmental assessment of proposed mineral development projects and the socio-economic monitoring of approved projects.
- Provide technical support to Nunavut's ongoing devolution process.
- Provide information and advice to the government and public on mineral or oil and gas resource-related issues. Collaborate with government and external stakeholders to ensure Nunavummiut are prepared to maximize employment opportunities in mining through a Government of Nunavut mine training strategy.
- Work with communities and mining companies to ensure ongoing investment and understanding in Nunavut mineral projects.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Division Operations		1,979	2,000	2,000	2,000
Minerals and Petroleum Resources oversees program delivery and the implementation of <i>Parnautit</i> , Nunavut's mineral exploration, and mining strategy. The section promotes investment in Nunavut's mineral and petroleum resources that bring the maximum benefit to Nunavummiut while building awareness of resource issues locally and across Nunavut. The section participates as an intervener in the environmental assessment of resource development projects and facilitates regional Socio-Economic Monitoring Committees.					
Nunavut Prospector's Program		150	150	150	150
This contribution program supports the development of a sustainable and viable mining industry in Nunavut through financial and technical assistance to prospectors by encouraging their work and building the information base regarding mineral deposits. The program delivers the Introduction to Prospecting Course and provides contribution funding to Nunavut residents to carry out prospecting activities.					
Nunavut Exploration Support Program		1,900	1,900	1,900	1,900
This contribution program increases proactive dialogue with communities affected by or soon-to-be-affected by resource development to gain public confidence in the regulatory, environmental, and socio-economic assessment process. Targeted financial assistance is provided to community organizations, mineral exploration, and junior mining companies to carry out resource development community engagement activities considered to be in the public interest.					
Science Education Enabling Program		70	70	70	70
This contribution program supports student interest and enrolment in math and science courses and encourages students to pursue further education, skills development, and careers in math, science, and technology.					
Nunavut Geoscience Program		450	450	450	450
This contribution program help supports the Canada-Nunavut Geoscience Office, a partnership between Natural Resources Canada (Geological Survey of Canada), Crown-Indigenous Relations and Northern Affairs Canada, and the Government of Nunavut, as represented by the Department of Economic Development and Transportation.					
The Canada-Nunavut Geoscience Office's mandate is to develop the geoscience knowledge of Nunavut and provide accessible geoscience information and expertise to support government and private sector decision-making for resource exploration and development, infrastructure development, and geoscience capacity building. Public awareness and geoscience education are delivered through publications and outreach activities.					
Nunavut Mine Training Fund		200	200	200	200
This contribution program supports and facilitates partnerships that provide targeted skills training					

to Nunavut residents to allow them to participate in employment opportunities related to mineral exploration and mining.

Total, Minerals and Petroleum Resources	4,651	4,749	4,770	4,770
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Priorities (2023-24)

- Continue to actively participate in the land use planning process supporting the government of Nunavut and partners during the decision phase after the final Nunavut Land Use Plan is submitted for decision to the signatories.
Status: The division is leading the internal review of the Recommended Nunavut Land Use Plan for the department and supporting the Government of Nunavut in their evaluation of the Plan.
- Continue to collaborate with other GN departments and partners to develop policies that will inform the Nunavut Protected Areas Strategy.
Status: The Department of Environment is the primary lead for the Nunavut Protected Area Strategy. The Department of Economic Development and Transportation will continue to contribute to the development of the strategy, directly advise on and develop related policy.
- As required by *Katujjiluta*, finalize the Mineral Exploration and Mining Strategy in consultation with other partners and relevant stakeholders.
Status: The department has completed a jurisdictional review and has sought engagement from Nunavut Tunngavik Inc. through the Katujjigatigiinni Article 32 Policy. Consultations are anticipated to start in Winter 2024.
- Finalize the Nunavut Mine Training Strategy and develop an implementation plan in collaboration with Family Services and Nunavut Arctic College.
Status: The department anticipates publishing The Nunavut Mine Training Strategy by the end of the fiscal year.
- Finalize the Memoranda of Understanding (MOU) with Agnico Eagle Mines for the Hope Bay mine and continue to implement to existing MOUs with Baffinland and Agnico Eagle.
Status: The Memoranda of Understanding with Agnico Eagle Mines and the Kitikmeot Inuit Association for the Hope Bay mine was finalized and signature is planned before the end of the fiscal year.
- Increase proactive outreach activity to improve community awareness of the full mining cycle and the economic opportunities, such as employment and training.
Status: The division organized Mining Week in Pond Inlet in partnership with Baffinland, the geoscience office and the Chamber of Mines. Virtual activities were also available to give everyone a chance to participate. The division also participated in the Kivalliq Tradeshow distributing outreach and educational material, promoting career opportunities, and raising awareness about the mining industry in Nunavut, and worked with the Ayaya Communications

and the Department of Education to distribute Mining North Works! Educational books into all schools across the territory.

- Implement the necessary work regarding the decision on the Arctic Offshore Oil and Gas Moratorium and discuss with partners the next steps regarding the NIRB SEA recommendations.
Status: In February 2023, the Federal Government of Canada made the decision to maintain the offshore moratorium. This decision is to be reviewed every five years through a climate and marine science-based assessment; the current review will resume on December 31, 2027. A federal public announcement and more details to be released by November 2023. A Government of Nunavut Action Plan Discussion Paper, where the government provides its views on the priority of the Nunavut Impact Review Board's Final Recommendations will be published on the board's site by end of 2023.
- Continue to expand the direct support for prospectors, including upgrading the Introduction to Prospecting Course and review the Nunavut Prospector Program policy to provide more support and skill development for advanced projects.
Status: An advance field training was to be offered this September, but due to repeated flight cancellations, it was not possible to implement. The division will attempt to offer the advance prospector course next summer. The review of the Nunavut Prospector Program is ongoing.
- Continue to build awareness and promote the exploration incentive program to exploration companies.
Status: The program is running and is expected to be fully subscribed for this fiscal year, and the years to come

Priorities (2024-25)

- Finalize the revised Mineral Exploration and Mining Strategy.
- Finalize the Implementation Plan of the Nunavut Mine Training Strategy with the departments of Family Service, the Nunavut Arctic College, and other partners.
- Continue to build awareness and promote the Nunavut Exploration Support Program to exploration companies.
- Continue to expand the direct support for prospectors, including upgrading the Introduction to Prospecting Course and review the Nunavut Prospectors' Program to improve support and skill development for advanced projects.
- Evaluate the work completed under the existing mining Memoranda of Understanding committees and implement changes as needed.
- Continue to collaborate with other departments and partners to develop the Nunavut Protected Areas Strategy.

- Explore improved approaches to digitizing records and document management.
- Address several high priority action items from the Nunavut Impact Review Board Strategic Environmental Assessment recommendations during the next 5-year climate and marine science base assessment projects in collaboration with relevant partners and stakeholders.

Priorities (April to October 2025)

- Continue work for the transition with regards to new responsibilities for resource management to be inherited post-devolution and build capacity accordingly.
- Evaluate existing outreach activities to ensure Nunavummiut gain and maintain a strong understanding of the mining cycle and the opportunities offered by the industry.
- Evaluate the prospector courses and make changes as needed and implement an improved Nunavut Prospectors' Program.
- Continue to actively participate in the protected areas files with other departments and partners. Including continue to provide socio-economic information on behalf of the department to inform any protected area under consideration or overarching Strategies.
- Continue to collaborate with partners and stakeholders to ensure that the climate and marine science base assessments address key issues that will inform the decision on the Arctic Offshore Oil and Gas Moratorium.

Fisheries and Sealing

The Fisheries and Sealing division supports subsistence and commercial fisheries, sealing sector, and the fur trapper and harvesting mixed economies in Nunavut, ensuring sustainable harvests and maximum benefits to Nunavummiut in close collaboration with Inuit, co-management partners, and other stakeholders. The division plays a key role in advocating, promoting, and supporting Nunavut's fisheries, fur, and sealing economies locally, nationally, and internationally.

Objectives

- Encourage and support viable, sustainable fisheries, fur, and sealing sectors in cooperation with stakeholders in all regions of Nunavut.
- Promote a clear understanding of all three sectors through education and awareness.
- Support training initiatives and projects where needed in the three sectors.
- Support inshore and offshore fishery development that is sustainable and ethical.
- Support research that contributes to sustainability and is done in a respectful and collaborative manner with Nunavut communities.
- Represent Nunavut's sealing, fur, and fishery interests locally, regionally, nationally and internationally.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Division Operations		3,870	3,886	3,886	3,886
<p>Fisheries and Sealing oversee program delivery and strategy implementation to develop viable and sustainable industries that benefit Nunavummiut. The division works in partnership with industry stakeholders to support and enhance industry research and development and advocate for Nunavut's fisheries, sealing, and fur industries within Nunavut, Canada, and internationally. The division also crews and operates Nunavut's two research vessels: the Research Vessel (RV) Nuliajuk and the Motor Vessel (MV) Papirug.</p>					
Seal and Fur Grant Program		10	10	10	10
<p>This program provides grants to individuals, organizations, businesses, or societies who wish to undertake projects and activities that support the promotion, advocacy, research, development, and diversification of Nunavut's sealing and fur sectors.</p>					
Fisheries Development and Diversification Program		525	525	525	525
<p>This contribution program provides financial support to Nunavut's fishing industry for sustainable economic diversification of existing fisheries and the development of new emerging fisheries. The program supports research and development initiatives that are of industry-wide benefit and contributes to businesses, organizations, and individuals undertaking viable fisheries development and diversification initiatives.</p>					
Commercial Fisheries Freight Subsidy		190	190	190	190
<p>This contribution program provides financial support to eligible commercial fishing businesses in Nunavut to offset the freight costs required to move their product to market and air charters for fly-in fisheries.</p>					
Sealing and Fur Advocacy		12	12	12	12
<p>This program supports work on promoting and advocating the sealing and fur industries within and outside Canada that benefits Nunavut.</p>					
Seal and Fur Contribution Program		150	150	150	150
<p>This program provides financial assistance to individuals, organizations, businesses, or societies who wish to undertake projects and activities that support the promotion, advocacy, research, development, and diversification of Nunavut's sealing and fur sectors.</p>					
Total, Fisheries and Sealing		4,757	4,773	4,773	4,773

Priorities (2023-24)

- Develop options for fisheries, sealing and fur focused training opportunities for Nunavut that would fill previously identified gaps.
Status: Options for fisheries training opportunities are still being offered through the IQaluk program. These training opportunities are meant to be offered over five consecutive years. We have focused on employment and outreach opportunities through the Nuliajuk to show Nunavummiut employment options in all sectors of fisheries. Sealing training opportunities are in progress and will be based off lessons learned from Greenland outreach. Fur training opportunities are in progress as the division works to increase capacity and develop a role in the fur sector.
- Support the sustainable development of fisheries for the long-term benefit of Nunavummiut as it relates to the Fisheries and Sealing Strategy. Prepare an annual report on activities, outcomes, and challenges.
Status: The Fisheries and Sealing Division Strategic Plan (2023-2028) was tabled on November 3, as document number 188-6(2). Annual reporting on progress will begin in 2024/25.
- Maintain and continue with the working group for Nunavut stakeholders and representatives to discuss and collaboratively work on advancing Nunavut's access to its fair share of adjacent water allocations. Actively working towards repatriating fishing quota and buying new quota, where possible, including advocating to acquire Government of Canada financial investments for these purchases.
Status: The working group of stakeholders has been maintained and very active in advocating for adjacency and allocation, along with fair quotas that are determined by evidence-based decisions.
- Work with Transportation Policy and Planning Division and the Department of Community and Government Services to maintain a working group for the Qikiqtarjuaq deep seaport for the purpose of open and continued communication throughout the construction and development of the deep seaport.
Status: Working group has been maintained with open communication as the project is progressing.
- Begin the full baseline monitoring research program to monitor impacts of the Qikiqtarjuaq deep seaport construction (year one of five).
Status: Year one activities of the program has been delayed to ensure the community is included in the planning stage. This will not impact baseline monitoring collection plans.
- Host a Fisheries and Marine Economic Development Symposium in Iqaluit where stakeholders will look at accomplishments to date and the sectors' futures.
Status: The Fisheries and Marine Economic Development Symposium is being planned but will be deferred until the 2024/25 fiscal year.
- Continue and complete review, summarize and identify gaps in fisheries, sealing and fur focused training opportunities for Nunavut.

***Status:** The review and summary of gaps is still in progress. Internal report is anticipated for end of Winter 2024.*

- Develop a plan on how to engage with stakeholders and Nunavummiut for feedback on the harvester support programs and any gaps. Lead engagements with Nunavummiut and stakeholders to get feedback on harvester support programs offered by GN, including improvements, and identified gaps.

***Status:** Delayed until the 2024/25 fiscal year due to capacity issues.*

Priorities (2024-25)

- Report on the progress made on the implementation of the Fisheries and Sealing Division Strategic Plan (2023-2028) strategic plan to the Legislative Assembly.
- Maintain and continue the working group for Nunavut stakeholders and representatives to discuss and collaboratively work on advancing Nunavut's access to its fair share of adjacent water allocations. Actively working towards repatriating fishing quota and buying new quota, where possible, including advocating to acquire Government of Canada financial investments for these purchases.
- Work with Transportation Policy and Planning Division to maintain a working group for the Qikiqtarjuaq deep seaport for the purpose of open and continued communication throughout the construction and development of the deep seaport.
- Continue the full baseline monitoring research program to monitor impacts of the Qikiqtarjuaq deep seaport construction.
- Host a Fisheries and Marine Economic Development Symposium in 2024 in Iqaluit where stakeholders will look at accomplishments to date and the sectors' future.
- Review of the *Research Vessel Nuliajuk* longevity and prepare for decision and plan on asset replacement or retention.
- In collaboration with the Department of Environment and the Community Operations Division, conduct consultations and begin to develop an enhanced harvester support program based on feedback.

Priorities (April to October 2025)

- Support the sustainable development of fisheries for the long-term benefit of Nunavummiut as it relates to the Fisheries and Sealing Strategy.
- Maintain and continue the working group for Nunavut stakeholders and representatives to discuss and collaboratively work on advancing Nunavut's access to its fair share of adjacent water allocations. Actively working towards repatriating fishing quota and buying new quota, where possible, including advocating to acquire Government of Canada financial investments for these purchases.

- Work with Transport Policy and Planning Division to maintain a working group for the Qikiqtarjuaq deep seaport for the purpose of open and continued communication throughout the construction and development of the deep seaport.
- Continue the full baseline monitoring research program to monitor impacts of the Qikiqtarjuaq deep seaport construction.
- In collaboration with the Department of Environment and the Community Operations Division, finalize the development of an enhance harvester support program and begin roll out of the program in communities.

Financial Summary

Branch	2023-2024		2024-2025		2025-2026		2026-2027	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	5,505	40.0	5,585	40.0	5,585	40.0	5,585	40.0
Grants & Contributions	-		-		-		-	
Other O&M	1,142		1,142		1,142		1,142	
Subtotal	6,647		6,727		6,727		6,727	
Transportation								
Compensation & Benefits	6,226	48.0	6,316	48.0	6,316	48.0	6,316	48.0
Grants & Contributions	1,830		1,830		1,830		1,830	
Other O&M	46,218		47,938		47,938		47,938	
Subtotal	54,274		56,084		56,084		56,084	
Economic Development								
Compensation & Benefits	8,791	70.0	8,921	71.0	8,921	71.0	8,921	71.0
Grants & Contributions	22,937		22,937		22,937		22,937	
Other O&M	5,492		5,492		5,492		5,492	
Subtotal	37,220		37,350		37,350		37,350	
Total	98,141	158.0	100,161	159.0	100,161	159.0	100,161	159.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Economic Development and Transportation	As at Sept 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	158		159	
Total Filled Positions	89	56%	98	62%
Total Vacancies	69	44%	61	38%
Total Inuit	58	65%	67	68%
Total Executive Positions	5		5	
Total Filled Executive Positions	4	80%	5	100%
Total Vacant Executive Positions	1	20%	0	0%
Total Inuit in Executive Positions	3	75%	4	80%
Total Senior-Management Positions	12		12	
Total Filled Senior-Management Positions	10	83%	11	92%
Total Vacant Senior-Management Positions	2	17%	1	8%
Total Inuit in Senior-Management Positions	2	20%	3	27%
Total Middle-Management Positions	32		32	
Total Filled Middle-Management Positions	25	78%	26	81%
Total Vacant Middle-Management Positions	7	22%	6	19%
Total Inuit in Middle-Management Positions	14	56%	15	58%
Total Professional Positions	46		46	
Total Filled Professional Positions	20	43%	22	48%
Total Vacant Professional Positions	22	57%	24	52%
Total Inuit in Professional Positions	14	70%	16	73%
Total Paraprofessional Positions	33		33	
Total Filled Paraprofessional Positions	19	58%	21	64%
Total Vacant Paraprofessional Positions	14	42%	12	36%
Total Inuit in Paraprofessional Positions	14	74%	16	76%
Total Administrative Positions	30		31	
Total Filled Administrative Positions	11	37%	13	42%
Total Vacant Administrative Positions	19	63%	18	58%
Total Inuit in Administrative Positions	11	100%	13	100%

Capacity

The Department of Economic Development and Transportation is highly decentralized, with 54% of all positions located outside Iqaluit. As of September 30 2023, capacity and Inuit employment for the department's positions located outside the capital 56% and 81% respectively, compared to 57% capacity and 46% Inuit employment for positions located in Iqaluit.

The department's vacancies are partially addressed through the use of casual and relief employees. As of September 30, 2023, the department employed 32 casual and relief employees, 20 of whom are Inuit, or 63%.

Inuit Employment Plan

Priorities (2023-24)

- Continue to actively promote and have employees participate in Government wide-programs such as the Sivuliqtiksat Internship Program, Summer Student Employment Equity Program and the Hivuliqtikhanut Program.
Status: The department has one employee in the Sivuliqtiksat program in the position of Director, Tourism & Cultural Industries – Intern. Over the summer the department had a total of 8 Summer Students, 7 of which were Inuit. There are 3 employees enrolled in the Hivuliqtikhanut program, all being Inuit.
- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium-to long-term.
Status: The department submitted targeted non-restricted job competitions with fixed terms and the majority of non-Inuit hired through the competitive process have fixed-terms.
- Continue to deliver an Intradepartmental Inuit Culture and Language program focused on increasing the Inuit Qaujimajatuqangit capacity of the Department of Economic Development and Transportation to be an employer of choice.
Status: Several sessions we administered to increase Inuit culture and language awareness.
- Maintain succession plans for all managers and above who are nearing retirement.
Status: Succession plans are developed for employees who have been identified as nearing retirement.
- Deliver school presentations on the positions and opportunities within the department and related sectors.
Status: The departments Tourism & Cultural Industries, Minerals & Petroleum Resources and Fisheries & Sealing Divisions all visited Nunavut Arctic College Iqaluit Campus to deliver presentations.

Priorities (2024-25)

- Continue to actively promote and have employees participate in Government wide-programs such as the Sivuliqtiksat Internship Program, Summer Student Employment Equity Program and the Hivuliqtikhanut Program.
- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium-to long-term.

- Continue to deliver an Intradepartmental Inuit Culture and Language program focused on increasing the Inuit Qaujimajatuqangit capacity of the Department of Economic Development and Transportation to be an employer of choice.
- Maintain succession plans for all managers and above who are nearing retirement.
- Deliver school presentations on the positions and opportunities within the department and related sectors.

Priorities (April to October 2025)

- Continue to actively promote and have employees participate in Government wide-programs such as the Sivuliqtiksat Internship Program, Summer Student Employment Equity Program and the Hivuliqtikhanut Program.
- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium-to long-term.
- Continue to deliver an Intradepartmental Inuit Culture and Language program focused on increasing the Inuit Qaujimajatuqangit capacity of the Department of Economic Development and Transportation to be an employer of choice.
- Maintain succession plans for all managers and above who are nearing retirement.
- Deliver school presentations on the positions and opportunities within the department and related sectors.

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INUIT EMPLOYMENT PLAN – Territorial Corporations

Introduction

The Government of Nunavut is committed to achieving a representative workforce with the guidance of Article 23 of the *Nunavut Agreement* by providing opportunities to enhance Inuit participation in government employment. The representative level is defined as the ratio of Inuit to the total population in the Territory and applies to all employment categories.

Nunavut Agreement Article 23.2.1: *“The objective of this Article is to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level. It is recognized that the achievement of this objective will require initiatives by Inuit and by Government.”*

Government of Nunavut departments and public bodies develop and implement Inuit Employment Plans respectively. Statistical information is provided in the *“Towards a Representative Public Service”* quarterly report that determines the gap between Inuit and non-Inuit by region, community, department and employment category.

The following table is a snapshot of the public service as of September 30, 2023 by employment category:

September 30, 2023	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	11	3	8	73%	5	63%
Senior Management	26	3	23	88%	6	26%
Middle Management	84	34	50	60%	22	44%
Professional	311	133	178	57%	76	43%
Paraprofessional	119	45	75	63%	56	75%
Administrative Support	102	29	73	71%	70	96%
TOTALS	653	246	407	62%	235	58%

Note: The table above only reports on established positions of the 5 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister’s Offices or the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reflects the aggregated total of full time and part time positions.

Inuit Employment Plan - Corporations

The following table is a snapshot of the public service as of September 30, 2023 by corporation:

September 30, 2023	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	311	160.8	150	48%	93	62%
Nunavut Business Credit Corporation	6	2	4	67%	1	25%
Nunavut Development Corporation	5	0	5	100%	4	80%
Nunavut Housing Corporation	123	39	84	68%	42	50%
Qulliq Energy Corporation	208	44.6	164	79%	95	58%
TOTALS	653	246	407	62%	235	58%

Note: The table above only reports on established positions of the 5 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices or the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions.

The table above reflects the aggregated total of full time and part time positions.

Our workforce comes from many cultures where all public servants work respectively and cooperatively towards a representative workforce in the spirit of *Katujjiluta*. Progress will occur by creating and enhancing opportunities for Inuit employment by identifying and providing practical tools to hire Inuit in all departments and public bodies.

Human Resources has taken a developmental role in encouraging representation through promoting higher education and partnerships with recognized institutions and technical providers. These partnerships bring the best in technical training and internship with programs aimed at meeting the unique challenges and accessibility needs of Nunavut and incorporating to the highest degree possible training and mentorship reflecting Inuit societal values.

Government Wide Plan

This section of the Business Plan describes some of the current Government of Nunavut wide initiatives available to all departments and public bodies to support and achieve their Inuit Employment Plans. The initiatives are grouped into two categories:

- Initiatives specifically designed for Inuit
- Initiatives available for all Government of Nunavut employees

Carrying out these initiatives across the departments and public bodies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2025.

The following identifies the targets by employment category:

March 31, 2025	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	11	1	10	91%	5	50%
Senior Management	26	3	23	88%	7	30%
Middle Management	86	19	67	78%	34	51%
Professional	317	83	234	74%	120	51%
Paraprofessional	122	34	89	72%	71	80%
Administrative Support	103	17	86	83%	82	95%
TOTALS	665	157	509	76%	319	63%

Note: The table above only reports on established positions of the 5 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices or the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reflects the aggregated total of full time and part time positions.

The following is a snapshot of the Inuit employment targets for March 31, 2025 by corporation:

March 31, 2025	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	313	101	212	68%	157	74%
Nunavut Business Credit Corporation	6	1	5	83%	2	40%
Nunavut Development Corporation	5	0	5	100%	4	80%
Nunavut Housing Corporation	128	27	101	79%	50	50%
Qulliq Energy Corporation	213	27	186	87%	106	57%
TOTALS	665	157	509	76%	319	63%

Note: The table above only reports on established positions of the 5 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reflects the aggregated total of full time and part time positions.

Initiatives Specifically Designed for Inuit

The following initiatives are available specifically for Inuit of the Nunavut Agreement to enhance Inuit employment and support Inuit Employment Plans:

Priority Hiring Policy

Since 2000, the Government of Nunavut has applied the Priority Hiring Policy. This policy gives priority consideration in the recruitment and selection of Government of Nunavut employees to Inuit. Inuit who meet the qualifications of a position are given priority over other applicants through the competition process. This policy applies to all job competitions in all departments, boards, and public bodies. The Policy was updated in 2011 to include priority treatment, which is now extended to all recruiting actions, including short-term assignments, transfers, and job competitions. As well, all positions created or filled will be analyzed on a graded scale for Inuktitut and Inuinnaqtun language requirements and Inuit traditional knowledge.

Restricted Competitions

Restricted competitions enable Government of Nunavut departments and public bodies to limit the eligibility of certain candidates to specific criteria. This process supports the GN's commitment to the Priority Hiring Policy. *Inuit Only* competitions are a type of restricted competition that are available to Inuit enrolled under the Nunavut Agreement only, wherever they may reside. Another type of restricted competition available to Inuit only is *Inuit by Location* who are ordinarily resident in a specific targeted location on the closing date of a competition.

Sivuliqtiksat Internship Program

Sivuliqtiksat Internship Program is designed to provide professional development opportunities for Inuit to take on leadership positions (Manager/Director level) and specialist positions that are unique to a department/public body. This focus assists the Government of Nunavut in filling the gaps in the senior, middle, professional, and paraprofessional employment categories. The Government of Nunavut supports 16 interns who after the internship period assume the target position. The location of the internship is based on the location of the target position. Orientation, mentoring, work exchanges, and individual learning plans are components of the program.

Trainee and Internships

The Government of Nunavut has undertaken some internship programs that provide on the job training to Inuit employees. These vary in length depending on the position and the skill level of the individual. Departments and public bodies initiate such trainee/internship positions and fund them internally.

Inuktitut as a First Language

Inuktitut First Language courses are available throughout the year for employees to increase oral, typing, written and reading proficiency. It is at the discretion of GN employees to register for these classes.

Policy Foundations Program

The Policy Foundations Series is the foundational series in the Policy Skills Development Program, which is a comprehensive training program that will enable Inuit employees of the Government of Nunavut to explore the perspectives, knowledge and skills needed for a career in public policy.

Amaqtaarniq Education Leave Program

The aim of Amaqtaarniq is to remove barriers to post-secondary education for eligible Inuit employees and to help the Government of Nunavut to fill specialized positions with qualified Inuit. Amaqtaarniq sponsors long-term post-secondary education leave for Government of Nunavut (GN) Inuit employees and wish to qualify for a hard to fill job or profession in the GN that is not found in their home department.

Career Broadening Program

The Career Broadening Program provides on the job experience for Government of Nunavut (GN), Inuit employees so that they can gain the knowledge and skills needed for a successful career in the GN. The Career Broadening Program provides opportunities for employees to:

- Acquire or broaden their work-related skills.
- Develop management skills and experience that will help them to successfully compete for a first management position, or to move from manager to director level.
- Develop public service skills and experience needed to successfully compete for indeterminate positions.
- Fill special project leadership roles.

Training Travel Fund

The goal of the Training Travel Fund is to increase both the number of Inuit employees who take job and career related training and the amount of training they access. The program has been set up to pay the travel costs of Government of Nunavut Inuit employees and must leave their home communities in order to attend job and career related training.

Inuit Executive Career Development Program

The Inuit Executive Career Development Program is designed to increase Nunavut Inuit leadership capacity within the Government of Nunavut. This program supports Inuit career development and advancement into senior management and executive positions.

Over a three-year period, the program supports GN employees through the completion of a Graduate Diploma in Leadership and Management. It also provides wraparound support to participants, such as study tours, access to Elder and subject-expert mentors, and customized Inuktitut language training.

Initiatives Available for All Government of Nunavut Employees

The Government of Nunavut is a diverse organization working together to create a respectful and productive work environment. The following initiatives are available for all Government of Nunavut employees that can also be used to enhance Inuit employment and support Inuit Employment Plans:

Policy Skills Development Program

The Policy Skills Development Program is a comprehensive training program that will enable Inuit employees of the GN to explore the perspectives, knowledge and skills needed for a career in public policy. It deepens the knowledge, skills and competencies of GN policy professionals through a comprehensive Policy Training and Advanced Policy Training Series

Hivuliqtikhanut Leadership Program

The Hivuliqtikhanut Leadership Development Program is designed to build and sustain leadership capacity within the Government of Nunavut. This is the first time Nunavut has initiated a unique leadership program specifically aimed to strengthen the public service. The Hivuliqtikhanut Leadership Program provides modular, classroom-based learning for emerging leaders, supervisors and senior managers using the GN Competency Model and Inuit Societal Values as its foundation. Graduates of the program have advanced standing with Nunavut Arctic College's Management Studies Diploma program and Dalhousie University's Masters of Public Administration and Information Management programs.

Education Leave

The Government of Nunavut supports its employees to improve continually their skills. The Education Leave directive allows employees to take leave for educational pursuits. This provides employees with the opportunity to take advantage of external training. Employees must be in indeterminate positions and have been employed at least 3 years before they can apply for education leave. Education leave can be approved for short or long term, and with or without financial assistance.

Trainer's Allowance

The Government of Nunavut provides a trainer's allowance to any employee who is in a position where they are training another employee through on-the-job training. To receive the trainer's allowance, a learning plan and a training agreement must be signed off by participants and funded internally in their respective departments or public bodies.

Learning and Development Courses

Human Resources coordinates the general learning and development training courses that is available for all GN employees. These are general short courses and workshops (1-5 days) are designed to meet general training needs in such areas as computer literacy, financial management, supervisory skills, and human resources management. EIA collaborates with various service providers for program delivery by institutions that specialize in that subject matter.

Training Fund

This fund is available for all departments and public bodies to develop technical, job specific competencies and address the unique learning needs in a department/body, division or position. Each program is designed and delivered by the employing department/body who submits a proposal to an interdepartmental committee for funding approval. An annual call out is issued each fiscal year.

Mentorship

The Government of Nunavut has a mentorship program open to all GN employees to support their professional and personal growth. Participation in the program is voluntary and initiated by the employee. Mentors for example can be provided to nurses graduating from the Nunavut Nursing Program or to participants in training programs. The GN Mentorship Program's foundation is deeply rooted in the guiding principles of the Inuit Societal Values and is available for all public servants.

Inuktitut as a Second Language

Inuktitut Second Language courses are available throughout the year for employees to increase oral, typing, written and reading proficiency. It is at the discretion of GN employees to register for these classes.

Learning Plans

A Learning Plan template is used by employees, with the support of their supervisor, to identify what areas they would like to take training and development opportunities for career aspirations. The Learning Plan is the foundation "live" tool used for internships and trainee positions.

Occupational Certificate Training Programs

Human Resources develops certificate training programs targeted at occupations found in all departments and territorial corporations. The occupational training programs are designed to be delivered in modules towards a GN certificate of achievement. Public Service Training has delivered occupational programs such as the Human Resource Learning Series, the Master's Certificate in Project Management, the Diversity and Inclusion Program, and the Mediation and Facilitation Certificate Program.

Restricted Competitions

Restricted competitions enable Government of Nunavut departments and public bodies to limit the eligibility of certain candidates to specific criteria. *Internal competition* is a type of restricted competition that is available to current indeterminate, term, casual and relief GN employees only who are employees on the closing date of a competition.

Summer Student Employment Equity Program

The Summer Student Employment Equity Program is available to all secondary and post-secondary students living in Nunavut and studying in or outside Nunavut. This program is designed to provide opportunities for students to explore different types of work and is an integral part of the development of Nunavummiut youth to gain practical and meaningful working

experience in the public service. Inuit receive priority in the summer student hiring process under the Priority Hiring Policy.

Transfer Assignments

Transfer assignments are typically opportunities for current Government of Nunavut employees to develop new skills and abilities sometimes in different departments/public bodies. Transfer assignments can be done up to a maximum of three years. They can be done competitively (encouraged) or non-competitively.

Orientation

Orientations are available to for all employees and are designed to provide a general orientation to the Government of Nunavut. Orientations that are more specific are provided in the individual workplaces. In addition, cultural orientations are offered across the Government of Nunavut. Topics include the history of Nunavut, Inuit Societal Values and a traditional activity is also included as part of the session.

Specific Corporations Initiatives

Descriptions of corporation specific initiatives are available in their respective sections of the business plan.

***Nunavut Housing
Corporation***

***Business Plan
2024-2026***

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INTRODUCTION

The Nunavut Housing Corporation is a public agency of the Government of Nunavut created through the Nunavut Legislature by the *Nunavut Housing Corporation Act*. As such an agency, the Nunavut Housing Corporation is at arm's-length from the GN, and its operating boundaries are set out in Part IX of the *Financial Administration Act*, the section specifically devoted to public agencies.

The Nunavut Housing Corporation reports to the Legislative Assembly of Nunavut, Executive Council, and to Nunavummiut through its President, Board of Directors and the responsible Minister. This approach allows the Minister to maximize the effectiveness of the Corporation for the present and future benefits of Nunavummiut.

The advantages of being a Territorial Corporation include the following:

- The ability to enter independently into funding partnerships, principally with the Canada Mortgage and Housing Corporation, outside the financial structure of the Government of Nunavut. This means that Nunavut's transfer payments from the federal government are not affected by the funding that the Nunavut Housing Corporation receives from outside parties.
- The ability to carry over funds from one year to the next, ensuring funds from all sources designated for housing initiatives remain dedicated to housing solutions.
- The stewardship of funds appropriated for capital and operating and maintenance, which gives the Nunavut Housing Corporation full authority for the delivery of housing initiatives.
- The specific focus on meeting housing challenges within Nunavut and providing housing solutions using a one-window approach.

Our Mission

To provide opportunities for all residents of Nunavut to have homes that support a healthy, secure, independent and dignified lifestyle through working with our communities to allow them to assume the role of providing housing to Nunavummiut.

Our Vision

To ensure families and individuals in Nunavut have access to a range of affordable housing options.

ENVIRONMENTAL SCAN

Housing market

Nunavut is facing a severe housing crisis marked by a significant housing shortage and staggering overcrowding rates. At the same time, the high population growth experienced in Nunavut in previous years has created additional demand pressures for new housing. However, the new supply has been unable to keep pace. Overcrowding and affordability continues to be the most pressing concerns in relation to housing in Nunavut. Young Nunavummiut and seniors continue to experience greater market affordability challenges.

The majority of Nunavummiut live in public housing. As of March 31, 2023, the government, through the Nunavut Housing Corporation, maintains approximately 5,916 public housing units (of which approximately 5,701 are Nunavut Housing Corporation -owned and 215 are leased). Furthermore, the Nunavut Housing Corporation maintains approximately 1,726 staff housing units (of which 580 are owned and 1,148 are leased) and holds mortgages for approximately 114 homeowners. This represents a significant majority of Nunavut's total housing stock and makes Nunavut Housing Corporation the largest housing provider in the territory. The remaining housing stock includes privately owned, federal/municipal staff accommodations, other private sector employers' staff accommodations, Nunavut Arctic College student housing and income support-funded units.

Due to the absence of private, affordable rental housing and given the high costs of independent homeownership, public housing units house more than half of Nunavummiut. In all, approximately 75% of those living in social housing and over the age of 19 earn less than \$33,280 a year. According to the 2022 Northern Housing Report, 34% of all households were unable to secure some sort of market housing without assistance in 2020. It takes an annual household income of more than \$70,000 to afford at least a bachelor unit in Nunavut's limited rental market and nearly \$166,000 to afford a single-detached house. Most of the population lives in public housing provided by the Nunavut Housing Corporation, and the current demand for public housing exceeds the supply in all 25 communities. Many households in public housing with adequate incomes get stuck, unable to shift into the private rental market or homeownership, because of the gaps in the housing continuum.

Homeownership is one component of Nunavut's housing spectrum, which is proportionally smaller than other provinces and territories. There are a number of barriers to homeownership in Nunavut. The total cost of maintaining a home in Nunavut is substantial. A lack of support services in many communities, extreme weather conditions and higher household occupancy rates may all contribute to repairs being required more frequently in Nunavut than in the rest of Canada. Younger Nunavummiut in Nunavut still face significant market affordability challenges. Approximately 80% of households 24 years old and younger couldn't affordably secure any market option in 2019, and elders experienced increasing affordability challenges as 42% of these households could not secure affordable market housing.

In addition, Nunavut is severely limited in the quantity and diversity of shelter for the housing vulnerable. Sufficient supportive housing is lacking for individuals with underlying social, mental or physical health issues or who are homeless for more complex reasons than simply lack of shelter or who are leaving a correctional facility.

The Nunavut 3000 Strategy

The Government of Nunavut's *Katujjiluta* mandate identifies expanding the housing continuum as a key priority to address the growing housing crisis in Nunavut. In response the Nunavut Housing Corporation announced a new plan for housing called *Igluliuqatigiingniq: Building Houses Together*, also known as the Nunavut 3000 Strategy.

Nunavut 3000 represents a new approach to building housing in the Territory with a commitment to increase the number of housing units built in the territory over the next eight years. While this represents a fresh approach to addressing the housing crisis, Nunavut 3000 continues to build upon the foundations laid by the 2016 Blueprint for Action on Housing by advancing its goal of employing new approaches to planning, partnering, procurement, and funding.

Nunavut Housing Corporation will develop enduring partnerships with Inuit organizations, undertake innovative procurement, and introduce new and redesigned policies and programs to increase the number of new housing units constructed each year and build a sustainable local housing sector.

The plan will triple the annual rate of new public housing units that are built and will support partnerships to build transitional, affordable, and market housing units. All communities in Nunavut will receive housing through the strategy and all housing construction between now and 2030. Nunavut 3000 advances the objectives of the *Katujjiluta* mandate by expanding the housing continuum, supporting elders to age with dignity in Nunavut by developing purpose-built housing units, and diversifying local economies by increasing training and employment opportunities for skilled trade labour. By partnering with other departments to better understand the need for various housing options and supports, the Nunavut Housing Corporation will ensure that housing investments are used effectively and efficiently.

Partnerships with Nunavut Inuit organizations is key to Nunavut 3000's success. The Government of Nunavut and Nunavut Tunngavik Inc signed a Master Partnership Agreement to advance shared interests for Nunavummiut and the partnership agreement with the NCC Development Limited, which is 100% Inuit owned by Nunavut's Inuit development corporations, including Kitikmeot Corporation, Sakku Investments Corporation, Qikiqtaaluk Corporation, and Nunasi Corporation, reflects the importance of collaborative engagement with Inuit organizations to address the housing crisis and ensures the best interests of the North are kept in mind.

The Nunavut Housing Corporation will support the *Katujjiluta* vision of working collaboratively with Inuit organizations and other government levels to achieve tangible outcomes. It is only through shared investment and collective responsibility that we can adequately address the complex issues related to housing.

Housing construction & labour market

The cost to transport materials, obtain developed land, and construct and operate dwellings, makes building on speculation unpalatable for most. Nunavut's climate and geography present unique challenges to the construction industry. The territory's 25 communities are remote, with no road or rail access. All construction materials must be transported on the annual summer sealift or by air. As a result, the cost of landed goods is substantially higher than elsewhere in Canada. Construction price pressures and supply chain issues due to Covid-19 have been felt across Canada. Over the past three years, the Nunavut Housing Corporation has seen an almost 40 percent increase in construction costs year over year and anticipates more increases. Rising construction costs will result in a depletion of the Nunavut Housing Corporation's surplus.

Partnership with NCC Development Limited

Nunavut 3000 Strategy Igluliuqatigiingniq represents a response and creative solution to the escalating cost factors and the Partnership Agreement with NCC Development, a construction firm wholly owned and controlled by Inuit through the three Regional Inuit Development Corporations and the Nunasi Corporation. The Partnership agreement was signed in October 2022, provides NCC Development Limited the opportunity to produce up to two-thirds of the units targeted through Nunavut 3000 and to build local housing capacity in every community in Nunavut over the long term. Construction contracts and funding agreements will be negotiated annually. This Partnership is already demonstrating significant value for money, with reductions in cost per square foot for the public housing units purchased through the agreement in 2023.

In 2023, they began construction of 150 new public housing units, with up to 182 new public housing and 20 new staff housing units proposed to start in 2024. 2023 also saw NCC Development Limited install 22 Nunavut Housing Corporation owned modular units in communities across Nunavut. This amounts to over 20% of the overall 1,400 units in the first two years of the agreement, putting the project on track for meeting the 2030 targets.

A core value outlined in the Partnership Agreement includes developing Inuit workforce capacity and providing Inuit with opportunities for meaningful employment and careers in the housing construction and housing maintenance sectors. This also provides an opportunity for local training and employment opportunities for Inuit and Nunavummiut. One factor driving the high cost of construction in the North is the lack of skilled tradespeople who reside in the territory, leaving construction companies to rely on imported labour.

The adequate, affordable, and appropriate shelter is a key factor in achieving well-being, including the ability to participate and achieve success in economic activities. Housing is also an important economic sector that responds to new and ongoing infrastructure needs. It is a source of employment and a driver for the market for materials and services.

The continued training of Nunavummiut for employment in construction-related trades is a cornerstone of economic well-being in the housing construction industry. Over time, as more Nunavummiut become skilled in these trades, the overall economic impact of the housing industry within Nunavut will be less affected by economic leakage to the south.

Working towards innovative housing solutions

In March 2023, Nunavut Housing Corporation launched the Nunavut Housing Supply Challenge. This initiative represents an innovative approach to partnering with industry to find solutions in housing sector. The corporation invited Nunavummiut from across the territory to contribute their ideas for improvement and innovation through a Request for Expressions of Interest process. Nunavut Housing Corporation received approximately 30 submissions through the Nunavut Tenders website. Some of these submissions have already turned into collaborations and pilot projects. In November 2023, the corporation launched the second round of the Nunavut Housing Supply Challenge and plans to undertake this process annually throughout the course of the strategy.

In April 2023, Nunavut Housing Corporation announced its partnership with the Canada Housing Transformation Centre (CHTC) to develop and administer the Nunalingni Piruqpaalirut (“Growth in Our Land”) Fund. This new \$1.160 million fund will be an important source of support and funding for community housing. Grant applicants can receive up to \$50,000 for their projects, encouraging people and community organizations to bring their ideas, projects or initiatives forward. The Fund was

launched in 2023 and the first grants are expected to be approved before the end of the 2023/24 fiscal year. The Nunavut 3000 strategy establishes a commitment to creating community led solutions to Nunavut's housing crisis. To support Fund, the CHTC has committed to providing an internship opportunity for an Inuk youth interested in becoming involved in community housing projects.

In June 2023, NHC also hosted a Housing Forum in Iqaluit over three days with approximately 200 participants from within the housing sector. The objective of the forum was to bring together key stakeholders and interested organizations to discuss the importance of housing in Nunavut and explore strategies for improving housing conditions in the communities. The sessions encouraged the audience to actively participate in finding solutions to housing issues in Nunavut and provided an opportunity for broad consultation with Nunavut housing industry representatives.

Housing as a social determinant of health

National Household Survey data indicates that 60% of Nunavut Inuit live in crowded housing (Statistics Canada, 2021). One-third of Inuit in Nunavut (35.5%) also lived in a dwelling needing major repairs. Studies have shown that inadequate housing conditions negatively affect both physical and mental health, raising the potential for stress, violence, food insecurity, abuse, addiction and suicide. Research has linked the high rates of respiratory infections, asthma and allergies to the lack of adequate housing.

The tuberculosis incidence among Canada's Inuit is approximately 300 times higher than among Canadian-born non-Indigenous population (Lancet, 2019). These rates matched those of some of the countries with the highest burden of tuberculosis in the world, including Afghanistan and Nigeria. Overcrowding and poor housing conditions are associated with poverty. They are a key driver to these high rates of tuberculosis among Inuit as it increases the risk for disease transmission. Furthermore, the risk of exposure is also known to increase if there is limited air movement in an enclosed space. In recent years, incidence rates in Nunavut have been similar. Addressing the housing conditions is crucial in eliminating tuberculosis by 2030.

The Covid-19 pandemic has shown the speed and ease of transmission of diseases in Nunavut, especially respiratory infections, due to several factors that include overcrowding and health vulnerability.

The National Housing Strategy and Other Federal Funding

In November 2017, the federal government released its National Housing Strategy, which incorporated collaboration between the federal, provincial and territorial governments. The National Housing Strategy brought new funding for housing construction, maintenance, and operations in the territory.

In 2019, Nunavut Housing Corporation signed a nine-year bilateral agreement with the Canada Mortgage and Housing Corporation valued at \$274.6 million over nine years. Nunavut Housing Corporation has developed an action plan for the first six years of National Housing Strategy funding implementation to emphasize new construction and major renovations to relieve core housing needs.

As a component of the National Housing Strategy, the federal government committed to introducing a Canada Housing Benefit in 2021. This represents \$9 million over 9 years for Nunavut to be administered by Canada Mortgage and Housing Corporation for private market rental subsidies as temporary relief in crisis situations, resulting from gaps in the Nunavut housing continuum. The Funding flows from Nunavut Housing Corporation to the Department of Family Services, which

administers the program and is responsible for delivering the benefit. The three organisations continue to work to review eligibility and design of the Canada Housing Benefit to make delivery more effective in the Nunavut context.

Another part of the Nunavut Housing Corporation's funding for housing is provided by the government of Canada through the Crown-Indigenous Relations and Northern Affairs Canada in the form of grants. Since April 2021, that organisation provided grants totalling \$85 million to the Government of Nunavut to support the territory's short-term housing and infrastructure needs.

Rapid Housing Initiative

In 2020, the Federal Government announced a new Rapid Housing Initiative to address the housing needs of vulnerable Canadians. Nunavut Housing Corporation applied to obtain capital contribution funding through the initiative to convert some staff housing units to public housing while addressing specific housing needs in Nunavut. Nunavut Housing Corporation received \$4.9 million through the first round of the Rapid Housing Initiative for use towards construction of three (3) five-plex buildings for public housing. As of March 2023, all 15 public housing units have been completed and occupied.

In 2021, the Federal Government announced an additional \$1.5 billion in the Rapid Housing Initiative due to the considerable response during the first round. Nunavut Housing Corporation applied for capital contribution funding for six additional projects in the second round. It was approved for approximately \$45 million to construct 101 new affordable housing units in six communities. As of September 2023, 83 of the housing units has been completed and occupied. The remaining 18 units are expected to be completed by October 2024.

Local Housing Organizations

Local Housing Organizations are community organizations that deliver Nunavut Housing Corporation housing programs and are responsible for managing and maintaining the corporation's assets in their community. The corporation looks to the local organization for valuable insight into community priorities and concerns. It also ensures that the Nunavut Housing Corporation programs are delivered consistently across the territory. The corporation recognizes the value of enhancing the capacity of Local Housing Organizations and will continue to make this a critical priority for 2024-2025. As of September 30, 2023, Nunavut's 25 Local Housing Organizations employed 271 people, 84% of whom are Inuit. Of the 25 Local Housing Organizations, 19 are Housing Associations formed under the Societies Act, which enables them to have elected Board members. The remaining 6 are Housing Authorities formed under the Nunavut Housing Corporation Act, as such, they have Ministerially appointed Boards. Communities with Housing Authorities are Baker Lake, Coral Harbour, Iqaluit, Kinngait, Kugaaruk, and Taloyoak.

The corporation values its relationship with all of Nunavut's Local Housing Organizations and recognizes the valuable and challenging work of delivering the Public Housing Program. The Nunavut Housing Corporation is responsible for ensuring Nunavummiut are receiving services in the most efficient, effective and accountable way possible. In 2023-24, the corporation is undertaking a full review of the current local governance and delivery model to determine whether improvements can be made. This work includes consultation sessions with key stakeholders. The final report will be completed in 2024.

CORE BUSINESS

The following section is organized into four key areas of responsibility of the Nunavut Housing Corporation: Advisory and Administrative Services; Public Housing; Staff Housing, and Home Ownership*.

Budget (\$ 000)	2023-24	2024-25	2025-26	2026-27
Advisory and Administrative Services	22,948	31,746	30,446	30,346
Public Housing	161,305	164,466	164,466	164,466
Homeownership	0*	0*	0*	0*
Staff Housing	72,991	73,157	73,157	73,157
TOTAL	257,244	269,369	268,069	267,969

**Note: The homeownership budget of \$4,620,000 is included in the Capital Estimates and is not reported in the numbers above*

The corporation's responsibilities include providing leadership for the following mandate commitments of the 6th Legislative Assembly:

- Identify options for housing those without homes in collaboration with communities and partners in poverty reduction.
- Improve the process for allocating social housing units to Nunavummiut.
- Prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.
- Improve and reinvest in home ownership assistance programs.
- Renovate or repurpose existing buildings for use in the housing continuum.
- Incentivize the use of Inuit labour in housing construction and maintenance.
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.

The corporation's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly

- Expand and/or renovate existing continuing care facilities.
- Encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.
- Review and improve delivery of Government of Nunavut staff housing
- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.

Advisory and Administrative Services

Advisory and Administrative Services for the Nunavut Housing Corporation are provided by a group of dedicated housing professionals. The Nunavut Housing Corporation team works diligently to make the corporation an action-oriented service delivery agency.

Through its Advisory and Administrative Services, the Nunavut Housing Corporation strives to deliver targeted housing solutions to all audiences and to provide the following services: education, training and support to Local Housing Organizations in the areas of administration, finance, program delivery and housing maintenance. It also develops services for homeowners in the areas of finance, and technical assistance, as well as coordinates housing-related advocacy efforts on behalf of all Nunavummiut.

Administrative and Advisory Services, along with the Department of Family Services, will help identify options for housing those without homes in collaboration with communities and partners in poverty reduction.

Administrative and Advisory services, along with the Department of Community and Government Services, will renovate or repurpose existing buildings for use in the housing continuum.

Administrative and Advisory Services is responsible for incentivizing the use of Inuit labour in housing construction and maintenance.

Administrative and Advisory Services, along with the Staff Housing Program and the Department of Human Resources, will review and improve the delivery of Government of Nunavut staff housing.

Administrative and Advisory Services, along with GN partners from various departments, will prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.

Administrative and Advisory Services, along with the Department of Health and other GN partners, will encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.

Administrative and Advisory Services, along with the Department of Health and the Department of Community and Government Services, will expand or renovate existing continuing care centres.

Administrative and Advisory Services, along with the Department of Community and Government Services and the Department of the Environment, will investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.

Objectives

- To ensure effective coordination of housing policies and procedures in Nunavut;
- To ensure appropriate levels of staffing, delivery capacity, training and professional development for Nunavut Housing Corporation and Local Housing Organization staff; and,
- To increase the awareness and understanding of housing realities in Nunavut within the territory and nationally.

The organization includes a Directorate office, Headquarters and three District offices. The district offices provide support to 25 Local Housing Organizations that deliver housing services.

The following divisions of the Nunavut Housing Corporation are responsible for the delivery of Advisory and Administrative Services:

Programs Budget (\$ 000)	2023-24	2024-25	2025-26	2026-27
Corporate Governance	2,839	10,402	9,102	9,002
Responsible for managing the Nunavut Housing Corporation to ensure consistent and effective application of policy, standards, procedures, and program delivery throughout Nunavut.				
<i>NOTE: Beginning in 2024-25 this area - also includes the Nunavut 3000 project budget.</i>				
Corporate Operations	5,098	5,152	5,152	5,152
Responsible for the public housing, staff housing and homeownership programs as well the provision of related technical and maintenance services.				
Corporate Policy and Planning	2,302	2,310	2,310	2,310
Responsible for the administration of corporate policy, strategic planning and communications. This function is also accountable for the development and co-ordination of Nunavut Housing Corporation policies in support of the Corporation's vision, mission, mandate, and goals and objectives. This function is also responsible and accountable for socio-economic research, strategic planning and support for both Minister's office and the corporation's Board of Directors.				
Corporate Finance Administration	2,383	3,439	3,439	3,439
Accountable for the overall management of the Corporation's financial affairs, including safeguarding the Nunavut Housing Corporations assets, preparing, and issuing financial reports, maintaining internal financial controls and providing training and advice. This area also includes the corporations Information Technology and Human Resource functions.				
District Program Administration	3,355	3,394	3,394	3,394
Supports the Local Housing Organizations in the delivery of rental housing programs through Local Housing Organization management agreements. This function is also accountable for the management of the mortgage portfolio. It supports the delivery of homeownership and housing repair programs, which include financial counseling and home maintenance training for clients.				
District Financial Administration	3,192	3,369	3,369	3,369
Provides financial and administrative support to the district offices through financial transaction processing, financial reporting and programing support. The function also provides ongoing financial oversight and support to Local Housing Organizations through periodic reviews and active support to Local Housing Organization managers and finance officers.				
District Technical Administration	3,779	3,680	3,680	3,680
Provides support and training to Local Housing Organization maintenance staff. This function also manages the planning, implementation and administration of all capital construction and modernization and improvement projects. In addition, the provision of technical advice to homeowners supports delivery of the homeownership programs.				
Total, Advisory and Administrative Services	22,948	31,746	30,446	30,346

Priorities (2023-2024)

- Work with members of the Purpose-Built Housing Working Group and a consulting firm on production of phase 2 of the housing Need and Demand study which will inform a joint business case for elders' independent or assisted living units, emergency shelters and transitional housing units.

Status: The corporation has completed the Needs and Demand Study. The Report has been shared with the departments of Family Services, Health, and Justice and with Nunavut Tunngavik Inc. It is anticipated to be posted publicly on Nunavut Housing Corporation's website. The corporation will be working with Department of Family Services and Department of Health develop a new term of reference for a Supportive Housing Working Group which aligns with an anticipated new Supportive Housing Policy and capital investment plans.

- Provide ongoing support to the Department of Human Resources to improve the delivery of Government of Nunavut staff housing, including the development of incentives and opportunities for staff housing residents to move into affordable rental/homeownership units.

Status: The corporation will continue to work with Human Resources staff to explore opportunities to further reduce wait times and vacancies. In 2023, the Human Resource Chaired, Staff Housing Allocations Committee implemented changes in the allocation process which have led to positive results, including a decrease in the number of staff on the waitlist, a reduction of positions waiting for allocation, and an overall decrease in vacant units.

- In collaboration with CGS, examine other GN assets across the entire portfolio that are either underutilized or deemed surplus and may be considered for development to support increased housing supply.

Status: The corporation will continue working with the Department of Community Government Services to review Government of Nunavut inventory and potential for its redevelopment. This includes sharing the results of the Community Housing Development Readiness Report, Lands for Homes for strategic planning purposes with stakeholders to allow them to identify infrastructure gaps and opportunities for development of Nunavut's communities. In 2023, the corporation visited communities across Nunavut with lands and planning specialists, to determine building lot availability and potential for land redevelopment.

- In collaboration with the Department of Family Services and Nunavut Arctic College, implement the first year of a plan for training with NCCD. This involves leveraging Nunavut 3000 to provide up to 80 local training opportunities.

Status: In March 2023, NCC Development Limited staff visited the communities to begin the process of recruitment. This included Arctic Bay, Arviat, Baker Lake, Rankin Inlet, Cambridge Bay, Gjoa Haven, and Taloyoak. A second round of recruitment for trades training in Cambridge Bay, Gjoa Haven, and Taloyoak is anticipated in November 2023. Nunavut Housing Corporation will continue working with NCC Development Limited through the Memorandum of Understanding and planned construction projects to create opportunities for employment.

- In collaboration with the Department of Family Services and Nunavut Arctic College, develop

new pathways for trades training through a new Building Trades Technician certification to strengthen community capacity to build and maintain housing.

Status: The corporation will continue working with Local Housing Organizations to identify suitable housing units to provide training opportunities. Nunavut Housing Corporation, Nunavut Arctic College and Department of Family Services signed a Memorandum of Understanding in February 2023. With the goal of maximizing training investments, aligning curriculum and training resource development, supporting recruitment efforts, and furthering development of a local labour supply.

- In collaboration with Nunavut Arctic College, expand the Nunavut Unindentured Construction Apprenticeship Program in Rankin Inlet with a new cohort.

Status: The corporation will continue working with Local Housing Organizations to identify public and corporation owned staff housing units which can be used for student training opportunities. Local Housing Organizations are actively providing information related to employment opportunities to graduates and current students.

- Continue to implement the Inuit Employment plan, including training, mentoring, development and staffing opportunities for Inuit within Nunavut Housing Corporation.

Status: The corporation is actively working to create opportunities and mentorship for Inuit employment, and training and development activities for Inuit staff. As one example in 2023, a Senior Executive position and a senior management position were created specifically for Inuit.

- Continue to strengthen the capacity of the Nunavut Housing Corporation Board of Directors by offering continued governance training, education opportunities and ensuring all Director positions are filled.

Status: The corporation is working with Directors to support their training needs, including creating personalized training plans. The corporation is developing its in-person training schedule to align to the functions of the Board as set out in legislation. The training sessions will take place during the Board's semi-annual meetings schedule. The Board members will also be encouraged to pursue training opportunities according to their own schedules.

- In accordance with the Nunavut 3000 strategy, begin construction of approximately 360 housing units, including approximately 198 public housing units, 10 GN staff housing units, 106 affordable housing units, and 46 market housing units.

Status: The corporation's strategic partnership agreement with NCC Development Limited has allowed for the construction of housing units at a sustainable price, combined with the new Affordable Housing Policy, Nunavut Housing Corporation will continue with construction of public and staff housing in 2023-2024. Affordable and market housing targets are subject to the anticipated roll out of the Nunavut Affordable Housing Support Incentive.

Priorities (2024-2025)

- Undertake a review of efforts to encourage GN staff housing residents to move into affordable rental/homeownership units and continue to support Department of Human Resources to improve the delivery of Government of Nunavut staff housing.
- Continue to implement the Inuit Employment plan, including training, mentoring, development and staffing opportunities for Inuit within Nunavut Housing Corporation.
- In collaboration with the Department of Family Services and Nunavut Arctic College, implement the second year of a plan for training with NCCD. This involves leveraging Nunavut 3000 to increase the number of local training opportunities.
- In collaboration with the Department of Family Services and Nunavut Arctic College, continue to develop pathways for trades training to strengthen community capacity to build and maintain housing.
- In collaboration with Nunavut Arctic College, continue to support the Nunavut Unindentured Construction Apprenticeship Program in Rankin Inlet.
- Ensure the ongoing strength and capacity of the Nunavut Housing Corporation Board of Directors by offering continued governance training, education opportunities and ensuring all Director positions are filled.
- In accordance with the Nunavut 3000 strategy, begin construction of approximately 198 public housing units, approximately 10 GN staff housing units, approximately 106 affordable housing units, and 46 market housing units.

Priorities (2025-2026)

- Continue to implement the Inuit Employment plan, including training, mentoring, development and staffing opportunities for Inuit within Nunavut Housing Corporation.
- In collaboration with the Department of Family Services and Nunavut Arctic College, implement the third year of a plan for training with NCCD. This involves leveraging Nunavut 3000 to increase the number of local training opportunities.
- In collaboration with the Department of Family Services and Nunavut Arctic College, continue to develop pathways for trades training to strengthen community capacity to build and maintain housing.
- In collaboration with Nunavut Arctic College, continue to support the Nunavut Unindentured Construction Apprenticeship Program in Rankin Inlet.
- Ensure the ongoing strength and capacity of the Nunavut Housing Corporation Board of Directors by offering continued governance training, education opportunities and ensuring all Director positions are filled.
- In accordance with the Nunavut 3000 strategy, negotiate targets with NCCD for public housing, affordable housing, and transitional housing.

Public Housing

The Nunavut Housing Corporation delivers a community-focused Public Housing Program by providing financial resources and professional support to its local delivery agents, the 25 Local Housing Organizations. The local organizations are responsible for the property management of all 5,916 units owned by Nunavut Housing Corporation in the public housing portfolio (as of March 31, 2023), including unit allocations and rental assessments/collections, maintenance and repairs, and energy upgrading.

The Public Housing Program will improve the process for allocating social housing units to Nunavummiut.

Objectives

- To provide training, development, and support to Local Housing Organization staff for the delivery of public housing in Nunavut.
- To increase the number of adequate, suitable, and affordable dwelling units in Nunavut.

Programs Budget (\$ 000)	2023-24	2024-25	2025-26	2026-27
Leased Units – Rent Supplement	7,639	7,639	7,639	7,639
There were approximately 215 leased public housing units throughout the territory, as of March 31, 2023. These units create an opportunity for the private sector to provide much needed public housing units without the capital expenditure required for the construction of new units.				
Administration and Maintenance	57,027	61,117	61,117	61,117
The Administration and Maintenance component includes such items as salaries and benefits, equipment, and supplies.				
Utilities	127,039	130,754	130,754	130,754
Covers the cost of utilities for the Public Housing Program. Utility expenses include power, fuel, water and sewage, and garbage collection.				
Taxes and Land Leases	3,937	245	245	245
Covers the cost of taxes and land lease expenses.				
<i>Note: Effective 2024-25, municipals taxes are now paid through Grants in Lue of Property Taxes, instead of directly paid by the corporation. This funding has been moved to be reported under Community and Government Services.</i>				
Debt Payment	10,738	10,738	10,692	10,379
Remitted to Canada Mortgage and Housing Corporation to pay down the debt on the public housing portfolio, which was \$58.6 million as of March 31, 2023.				
Rental Revenue	(18,140)	(18,159)	(18,159)	(18,159)
Local Housing Organizations assess public housing rents and are responsible for their collection. Revenues collected are discounted 3% as an allowance for bad debt. The remaining 97% is used to offset the cost of administering the Public Housing Program.				
Other Revenue	(26,935)	(27,868)	(27,822)	(27,509)

Canada Mortgage and Housing Corporation contributions for Social Housing and internally generated revenue, which consist of investment income, mortgage interest, staff housing tenant damage charges and sundry income.

Total, Public Housing	161,305	164,466	164,466	164,466
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Priorities (2023-24)

- Commence implementation of recommended improvements outlined in study on how to improve LHO governance and the delivery of social housing in Nunavut.

Status: The initial assessment of Local Housing Organization operations has been presented to the corporation senior management, this included options for improving housing delivery and administration. In November 2023, the corporation began conducting consultations with stakeholders across Nunavut, including Nunavut Tunngavik Incorporated and all three Regional Inuit Associations. These engagements will help inform the Recommendations Report which will be delivered to the corporation in the winter of 2024.

- Continue to work with Nunavut Housing Corporation’s partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, to lobby for long-term federal investment and increased support for the provision of suitable, adequate and affordable housing across Nunavut.

Status: The corporation has collaborated with Nunavut Tunngavik Incorporated to actively lobby the Canadian Mortgage and Housing Corporation ensure the funding programs are appropriate to the Nunavut context and sufficient to address the depth of need. These efforts also include ensuring Nunavut 3000 capital programs align with federal funding to maximize opportunities and accessibility for all for Nunavummiut.

- Carry out mould remediation work in approximately 40 units and continue to undertake mould assessments.

Status: The corporation has achieved its remediation targets for the public housing units. The corporation anticipates having completed mould remediation in 40 units during the 2023/24 fiscal year. Remediation work continues in selected communities as the corporation continues to move forward with a multi-year plan of remediation.

- Complete energy efficiency upgrade work on remaining units targeted by the Low Carbon Economy Fund, which concludes in March 2024.

Status: In 2023, a total of 64 projects for replacement of windows, doors, hot water tanks and boiler or furnaces, were completed in nine (9) communities. All energy efficiency projects have been completed on the targeted units. These updates will provide improved efficiency and reduced operations costs. All work will be completed in advance of March 2024.

- Complete final pilot session of the Tenant Education Program and hold a pilot Train the Trainer workshop to ready facilitators for launch of the program.

Status: The curriculum development for the corporation’s Tenant Education Program, Atuqtuatsiarniq Iglulirijikkunit has been completed and the final pilot session was held in Rankin Inlet in October 2023. The final stage of the train-the trainer session will be held in

Cambridge Bay in March 2024. The Nunavut Housing Corporation will continue to explore opportunities to expand the program to broader segments of Nunavummiut.

Priorities (2024-25)

- Develop implementation plan based on the recommended improvements outlined in the report on how to improve Local Housing Organization governance and the delivery of social housing in Nunavut.
- Monitor implementation of updated Collection Policy and provide ongoing support to Local Housing Organizations staff.
- Continue to work with Nunavut Housing Corporation's partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, continue to lobby for long-term federal investment and increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- Carry out additional mould remediation work in approximately 40 units and continue to undertake mould assessments.
- Launch the Tenant Education Program and hold 4 workshops in regions across the territory to provide resources and incentives that encourage current and future public housing tenants to monitor, care for and maintain housing units.

Priorities (2025-26)

- Monitor and review the impact of recommended improvement actions related to Local Housing Organization governance model and its effects on the delivery of social housing in Nunavut.
- Continue to work with Nunavut Housing Corporation's partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, continue to lobby for long-term federal investment and increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- Carry out additional mould remediation work in approximately 40 units and continue to undertake mould assessments.
- Hold Tenant Education Program workshops in regions across the territory to provide resources and incentives that encourage current and future public housing tenants to monitor, care for and maintain housing units.

Homeownership

Through its homeownership programs and supports, the Nunavut Housing Corporation assists residents who can afford the costs of homeownership to secure and maintain their own housing. In addition, homeownership education and counseling services are provided to homeowners by Homeownership Program staff (Corporate Operations). These services include consultations regarding purchase of existing homes or new home construction, repairs, renovations, bank financing and energy conservation.

The corporation’s Homeownership Programs, in collaboration with the Department of Human Resources and the Department of Finance, will continue to prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.

Objectives:

- To assist and support Nunavummiut to purchase, build, renovate, repair and maintain their homes.
- To work to improve the energy efficiency of private homes in Nunavut.

Note: Business Plans typically show only the Operations and Maintenance budgets which are approved simultaneously through the Main Estimates. The 2024-25 Capital Estimates, including the \$4.6 million budget for Homeownership Programs, has already been approved by the Assembly during the 2023 Fall sitting. Because this important program area is structured as entirely Capital it is presented below for ease of reference, including estimates for 2025-26 and 2026-27.

Programs Budget (\$ 000)	2023-24	2024-25	2025-26	2026-27
<i>Homeownership Programs</i>	4,620	4,620	4,620	4,620

Provides funding for Nunavut Housing Corporation’s home purchase, home maintenance, and home renovation programs. These programs currently consist of the Nunavut Down-payment Assistance Program, Home Renovation Program, Heating Oil Tank Replacement Program, Emergency Repair Program, Senior Citizens Home Repair Program, Seniors and Persons with Disabilities Preventative Maintenance Program, Tenant to Owner Program, Interim Financing Program, the Condo program and the Seniors and Persons with Disabilities Home Options program.

Note: The corporation is currently in the process of developing a new Homeownership Support Policy and the introduction of a new and redesigned homeownership programs. The goal of the policy is to ensure Nunavummiut have more options and incentives for homeownership by providing them financial support and counselling, for purchasing or building their own home. Investing in homeownership programs will help improve the quality and sustainability of Nunavut’s housing stock and expand the territory’s housing continuum. Cost for these proposed updates have not yet been determined. As this is a capital program, any additional funding will be sought through the appropriate processes.

Total, Homeownership	4,620	4,620	4,620	4,620
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Priorities (2023-2024)

- Hold consultations with the private sector and Inuit orgs./corps. to encourage development of market and affordable housing units and homeownership support programs to make homeownership more affordable to Nunavummiut.

***Status:** The corporation recognizes the importance for continuing dialogue, learning, and partnership with Inuit rights-holder organizations, communities, and tenants to provide safe, healthy, and affordable housing to Nunavummiut. Through Nunavut 3000, Nunavut Housing Corporation will continue engaging Inuit Organization and development corporations to develop a range of housing options.*

- Complete draft affordable housing policy and seek Cabinet/FMB approval of a permanent new affordable housing program(s), including an affordable housing co-investment project.

***Status:** The corporation anticipates launching an affordable housing co-investment project, termed the Nunavut Affordable Housing Supply Initiative before the end of the fiscal year to support the upcoming construction season (2024-25 fiscal year). The corporation plans to request Assembly approval of a permanent Affordable Housing Program through the 2025-26 Capital Estimates process.*

- Engage with the Department of Human Resources and the Department of Finance to implement the findings and modifications of the review of staff housing policies and subsidies with an aim of promoting transitions to private market rentals and homeownership for those who can afford it.

***Status:** The Nunavut Housing Corporation will continue working with Human Resources to identify opportunities for updated Staff Housing Policies align with capital project under the new Nunavut 3000 capital programs, Nunavut Affordable Housing Support Incentive and corporation's Homeownership Programs.*

Priorities (2024-2025)

- Monitor and collect data on impact of improvements and reinvestments in homeownership programs and progress of any approved affordable housing policy and program.
- Continue to work with the private sector and Inuit orgs./corps. to encourage development of market and affordable housing units and homeownership support programs for Nunavummiut.
- Continue to engage with the Department of Human Resources and the Department of Finance to review staff housing policies with an aim of promoting transitions to private market rentals.
- Work to streamline the existing suite of capital Homeownership Programs. With the goal of moving more Nunavummiut out of publicly managed housing and supporting seniors to age in place.

Priorities (2025-2026)

- Continue with actions and implementation of identified opportunities to make homeownership more affordable to Nunavummiut.
- Monitor effectiveness of advertisement campaign to promote homeownership to Nunavummiut and modify campaign as needed.
- Report on outcomes of work with the private sector and Inuit orgs./corps. to encourage development of homeownership support programs for Nunavummiut.

- Report on outcomes of modifications to public housing and staff housing policy on uptake of homeownership

Staff Housing

Nunavut Housing Corporation operates the Staff Housing Program, which offers rental units to Government of Nunavut employees and delivers a suite of housing-related programs and services to eligible staff members. Notably, around two thirds of the staff housing inventory comprises leased units, constituting a significant portion of the overall staff housing budget.

The Corporation will collaborate with the Department of Human Resources to review and improve delivery of Government of Nunavut staff housing.

Objective

- To limit the impact of housing shortage on efforts to recruit and retain public servants.

Programs Budget	(\$ 000)	2023-24	2024-25	2025-26	2026-27
Operations		11,929	11,975	11,975	11,975
Provides the day-to-day operations for Staff Housing in a decentralized environment, including the cost of utilities for staff housing units.					
Leases for Staff Housing Rental Units		61,062	61,182	61,182	61,182
The staff housing portfolio provides 1,726 rental units (565 owned and 1,161 leased), as of August 31, 2023.					
Total, Staff Housing		72,991	73,157	73,157	73,157

Priorities (2023-24)

- Support the Department of Human Resources to review and improve the delivery of GN staff housing.

Status: The corporation will continue to work with Human Resources to explore improved delivery methods which align with the Nunavut 3000 strategy and capital programs.

- Continue to enhance the staff housing portfolio by leasing and/or construction of staff housing units, with the number and location of units to be determined by the Department of Human Resources.

Status: Under the NU3000 Strategy NHC will be increasing housing supply along the continuum. The new Affordable Housing Policy promotes construction of affordable housing units for rental or ownership which will positively impact housing options for Government of Nunavut staff.

- Continue to collaborate with the Department of Human Resources when monitoring staff housing vacancy rates and determining community options for housing development on a

case- by-case basis.

Status: The Nunavut Housing Corporation will continue to work with Human Resources to explore opportunities to further reduce waiting times and vacancies. In 2022-23 vacancies have dropped by almost 50%. Since July 2022, 69 Inuit were approved from the active GN Staff Housing Waitlist, 54 have accepted and are either moved in or moving into the allocated units.

Priorities (2024-25)

- Support efforts to reduce the Public Service's reliance on directly delivered staff housing. Including collaborating with the Department of Human Resources on updated initiatives to which align with the corporation's updated programs.
- Continue to ensure the staff housing portfolio meets the needs of the Public Service, by leasing and/or construction of staff housing units, with the number and location of units to be determined by the Department of Human Resources.
- Collaborate with the Department of Human Resources and the Department of Finance to monitor and gather data on the implementation of changes to staff housing policy and subsidies to better understand how best to promote staff transitions to private market rentals and homeownership.
- Continue to collaborate with the Department of Human Resources when monitoring staff housing vacancy rates and determining community options for housing development on a case- by-case basis.

Priorities (2025-26)

- Support the Department of Human Resources to produce a report reviewing the implementation plan to improve the delivery of Government of Nunavut staff housing.
- Continue to ensure the staff housing portfolio meets the needs of the Public Service, by leasing and/or construction of staff housing units, with the number and location of units to be determined by the Department of Human Resources.
- Continue to collaborate with the Department of Human Resources when monitoring staff housing vacancy rates and determining community options for housing development on a case- by-case basis.

APPENDIX I. Financial Summary
Three Year Expenditure Forecast

NUNAVUT HOUSING CORPORATION

Branch	2023-2024		2024-2025		2025-2026		2026-2027	
	Main Estimates		Main Estimates		Planned		Planned	
	(\$000)	PYs	(\$000)	PYs	(\$000)	PYs	(\$000)	PYs
HEADQUARTERS								
Compensation and benefits	8,793	57.0	10,082	62.0	10,082	62.0	10,082	62.0
Grants and contributions	290		290		290		290	
Other operations and maintenance	3,539		10,659		9,359		9,259	
Subtotal	12,622		21,031		19,731		19,631	
DEBT REPAYMENT								
Compensation and benefits								
Grants and contributions								
Other operations and maintenance	10,738		10,738		10,692		10,379	
Subtotal	10,738		10,738		10,692		10,379	
DISTRICT OFFICES								
Compensation and benefits	8,090	50.0	8,207	50.0	8,207	50.0	8,207	50.0
Grants and contributions								
Other operations and maintenance	2,234		2,234		2,234		2,234	
Subtotal	10,324		10,441		10,441		10,441	
FFORDABLE HOUSING PROGRAM (PUBLIC HOUSING)								
Compensation and benefits								
Grants and contributions	177,502		181,870		181,870		181,870	
Other operations and maintenance								
Subtotal	177,502		181,870		181,870		181,870	
AFFORDABLE HOUSING PROGRAM (STAFF HOUSING)								
Compensation and benefits	2,199	17.0	2,157	16.0	2,157	16.0	2,157	16.0
Grants and contributions								
Other operations and maintenance	70,794		71,000		71,000		71,000	
Subtotal	72,993		73,157		73,157		73,157	
TOTAL	284,179	124.0	297,237	128.0	295,891	128.0	295,478	128.0
Less:								
Canada Mortgage and Housing Corporation contribution and other revenue	(26,935)	(11.0)	(27,868)	(14.0)	(27,822)	(14.0)	(27,509)	(14.0)
Total Funded	257,244	113.0	269,369	114.0	268,069	114.0	267,969	114.0

APPENDIX II. Inuit Employment Targets

INUIT EMPLOYMENT PLAN

Departmental Inuit Employment Targets				
Nunavut Housing Corporation	As at Sept. 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	123		128	
Total Filled Positions	84	68%	101	79%
Total Vacancies	39	32%	27	21%
Total Inuit	42	50%	50	50%
Total Executive Positions	4		4	
Total Filled Executive Positions	2	50%	3	75%
Total Vacant Executive Positions	2	50%	1	25%
Total Inuit in Executive Positions	1	50%	1	33%
Total Senior-Management Positions	11		11	
Total Filled Senior-Management Positions	8	73%	9	82%
Total Vacant Senior-Management Positions	3	27%	2	18%
Total Inuit in Senior-Management Positions	2	25%	2	22%
Total Middle-Management Positions	23		24	
Total Filled Middle-Management Positions	13	57%	17	71%
Total Vacant Middle-Management Positions	10	43%	7	29%
Total Inuit in Middle-Management Positions	4	31%	7	41%
Total Professional Positions	35		38	
Total Filled Professional Positions	22	63%	27	71%
Total Vacant Professional Positions	13	37%	11	29%
Total Inuit in Professional Positions	5	23%	5	19%
Total Paraprofessional Positions	32		33	
Total Filled Paraprofessional Positions	22	69%	27	82%
Total Vacant Paraprofessional Positions	10	31%	6	18%
Total Inuit in Paraprofessional Positions	13	59%	17	63%
Total Administrative Positions	18		18	
Total Filled Administrative Positions	17	94%	18	100%
Total Vacant Administrative Positions	1	6%	0	0%
Total Inuit in Administrative Positions	17	100%	18	100%

Capacity

As of September 30, 2023, Nunavut Housing Corporation's workforce capacity rate is 68% which represents 84 positions filled and 39 vacancies for a total of 123 positions; 11 of which are third-party funded (Canada Mortgage and Housing Corporation). Nunavut Housing Corporation directly

employs 42 term or indeterminate Nunavut Inuit. The corporation's Nunavut Inuit employment rate has increased steadily over the past three years and as of September 30, 2023, the rate is 50%.

The corporation is highly decentralized with 60% of the total positions located outside of Iqaluit. Outside of Iqaluit, 56 of 74 positions are filled, 32 by Nunavut Inuit. In Iqaluit, 28 of 49 positions are filled, 10 by Nunavut Inuit.

The Corporation's vacancies throughout Nunavut are partially addressed through the hiring of casual employees. As of September 30, 2023, the corporation employed 25 casual staff, including 14 Nunavut Inuit.

Nunavut Housing Corporation faces staffing challenges with attracting and retaining certain specialized, professional and management level positions that would help increase overall workforce capacity rates. More recent and due to housing shortages in Nunavut, NHC has had minor to major delays in staffing many hard to fill positions in Iqaluit and other communities.

Inuit Employment Plan

The Nunavut Housing Corporation is committed to reaching Article 23 of the Nunavut Agreement goal for Inuit employment and plans to increase Inuit employment in the coming fiscal year 2024-2025 and future years. The corporation is committed to Inuit Employment priorities noted below, including our plan to hire eight (8) Inuit staff over the next fiscal year, while retaining existing staff, for a total of 50 Inuit employees, providing that we can secure interested individuals who are qualified or willing to enter developmental opportunities.

The corporation continues to work closely with the Department of Human Resources to implement its Inuit Employment Plan goals and actions to increase the Inuit employment and employee development. The corporation will continue to take advantage of recruitment and employee development initiatives to increase Inuit employment including:

- Creating and supporting opportunities for technical, professional, and leadership training.
- Promoting development opportunities through internships, transfer assignments, secondments, acting assignments, and casual employment.
- Taking advantage of the funding available to support Inuit staff in training and development opportunities.
- Actively using the Direct Appointment mechanism for permanent and promotional appointments for Inuit staff.
- Increasing the use of restricted competitions.
- Promoting and supporting Inuktitut language training.
- Adopting targeted and innovative outreach and recruitment methods.

Local Housing Organizations

While the workforce of the Local Housing Organizations, including Inuit employment representation rates, are not directly factored into corporation's Inuit employment rate, it is important to note that local organization's operations account for a significant portion of Nunavut Housing Corporation's operating budget, and are consolidated into the Corporation's

financial reporting.

As of September 30, 2023, the combined workforce of the Local Housing Organizations and Nunavut Housing Corporation that collaboratively execute the Government of Nunavut Housing mandate was comprised of 76% Inuit employees as noted below.

Combined Workforce Capacity and Inuit Representation - September 30, 2023

	Positions Filled	Inuit Representation
NHC	84/123 (68%)	42/84 (50%)
LHOs	271.5/326 (83%)	228.5/271.5 (84%)
	Total Capacity: 79% 355.5/449	Total Inuit Employed: 76% 270.5/355.5

Note: The previous year 2022-2023 position total for Local Housing Organizations was higher at 559 as this represented temporary workers, students, part-time staff, and contractors. The 2023-2024 position total of 326 represents only funded positions for Local Housing Organizations.

Priorities (2023-2024)

- Fully transfer subdelegated Staffing Authority from the Human Resources Department to NHC with a view to initiate and manage staffing and employee development in a more targeted and agile manner which will assist to increase Inuit employment as well as increase the NHC's competitiveness in the labour market through reduced times to secure qualified candidates.
Status: *The corporation has implemented the staffing authority that has been delegated from the Department of Human Resources. In 2023-24, NHC has increased its overall capacity rate from 60% to 68%. This includes the hiring of 5 additional Inuit staff into indeterminate and term positions.*
- Continue to seek a balance between expected job experience equivalency and education to ensure qualified Inuit are not unnecessarily excluded from Nunavut Housing Corporation job opportunities.
Status: *The corporation ensures that barriers to employment in job descriptions and job advertisements are eliminated whenever possible. The corporation allows for acceptable equivalencies that represent a combination of education and experience when screening resumes.*
- Prepare professional category level Inuit employees for middle and senior management positions, through internships, secondments, educational leave and encourage and support Inuit employees to participate in career broadening, policy development and leadership training opportunities offered by the Department of Human Resources.

Status: The corporation supported two Inuit staff to take on internships in 2023-24 and completed two direct appointments of Inuit staff.

- Continue to Implement the Blueprint for Action on Housing and its Action's related to workforce development.

Status: Under the updated guidance of Nunavut 3000, the corporation continues to encourage, promote, and provide training and development opportunities for all staff.

- Increase the Inuit labour force through other initiatives such as:

- restricted competitions for administrative staff;
- engagement with Nunavut Arctic College trades program and practicum program;
- increased usage of the GN's Summer Student Employment Equity Program; and
- actively participate in targeted outreach and career fairs to attract Inuit individuals.

Status: The corporation has a 94% capacity (17/18) in the Administrative Category with 100% Inuit employment rate. The corporation will continue to use restricted competitions and other initiatives to fill the remaining admin position. The corporation also took part in other identified labour force initiatives including the hiring of Inuit summer students in various corporate offices. The corporation will continue engagement with Nunavut Arctic College to present roles available to students and graduates in corporate offices and local housing organizations. The corporation is using various targeted advertising and staffing methods to attract Inuit applicants and is actively promoting the corporation and its opportunities through social media, online sites, community advertisements and at public events.

- Increase capacity within the Nunavut Housing Corporation's Human Resources section to create increased focus on training and development of Inuit employees, including, but not limited to, career advancement plans, mentorships and Nunavut Housing Corporation developed leadership and management programming.

Status: The Nunavut Housing Corporation is actively recruiting human resources personnel to fill its vacant positions. In the meantime, staff have been hired on a casual and contract basis to assist with increasing capacity, Inuit employment, and training and development activities for Inuit staff.

Priorities (2024-2025)

- Revisit and revise Inuit employment planning based on successes and challenges experienced to date.
- Create a career path for Nunavut Housing Corporation staff in the administrative and paraprofessional pools to take on more senior roles.
- Actively promote Government wide programs such as the Sivuliqtiksat Internship Program, Summer Student Employment Equity Program, and the Hivuliqtikhanut Program.
- Identify Inuit staff for internal internship and trainee opportunities for specialized and management level positions.
- Develop and maintain succession plans for management level and above positions where the incumbents are nearing retirement.

- Promote the image of the Nunavut Housing Corporation through events like school visits, job fairs, and other public outreach opportunities.

Priorities (2025-2026)

- Revisit and revise Inuit employment planning based on successes and challenges experienced to date.
- Continue to create a career path for Nunavut Housing Corporation staff in the administrative and paraprofessional pools to take on more senior roles.
- Continue to promote Government wide programs such as the Sivuliqtiksat Internship Program, Summer Student Employment Equity Program, and the Hivuliqtikhanut Program.
- Identify Inuit staff for internal internship and trainee opportunities for specialized and management level positions.
- Maintain succession plans for management level and above positions where the incumbents are nearing retirement.
- Promote the image of the Nunavut Housing Corporation through events like school visits, job fairs, and other public outreach opportunities.

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NUNAVUT
ARCTIC
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Nunavut Arctic College

Business Plan 2024-2026

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INTRODUCTION

Nunavut Arctic College (NAC) is a public agency, established through the *Nunavut Arctic College Act*. Nunavut Arctic College was originally created on January 1, 1995. As a public agency, Nunavut Arctic College is listed under Schedule B of the *Financial Administration Act*, and thus is considered a territorial corporation. Territorial corporations are considered to be at “arms-length” from the Government of Nunavut. Part IX of the *Financial Administration Act* provides the governing framework for territorial corporations.

The College reports to the Nunavut Legislative Assembly, the Executive Council of the Government of Nunavut and Nunavummiut through its President, Board of Governors, and the Minister responsible for Nunavut Arctic College. This approach is taken in order to maximize the effectiveness and responsiveness of the College for the present and future benefits of Nunavummiut.

The purpose of Nunavut Arctic College is to deliver adult and post-secondary education, including the delivery of university level programs. The College currently delivers three university degree level programs. Our university partners confer the degrees to students who have successfully completed those programs. Nunavut Arctic College also provides adult basic education and a variety of vocational programs, but also specific targeted training, such as trade and pre-trades programming, Interpreter/Translator programming, and office administration. Additionally, the College also promotes the expansion and retention of knowledge through its applied research work at the Nunavut Research Institute and promotes local publishing and resource development through NAC Media. NAC is also proud of the learning it facilitates through Piquqsilirivvik and its satellite campuses in Baker Lake and Igloolik. Learning at these sites empowers all its students in its diverse lessons that engage the land, animals, and weather.

The College continues to operationalize its 10-year partnership with Memorial University of Newfoundland and Labrador. Since the formalization of this partnership in late 2019, a number of milestones have been met in terms of governance, program delivery, student support and research. These milestones align with the original intent of this partnership.

Mission

The mission of Nunavut Arctic College is to strengthen the people and communities of Nunavut by providing life-long learning opportunities for adult Nunavummiut by delivering quality career programs developed with input from our partners throughout the Arctic and Canada, and by making the benefits of Inuit traditional knowledge and southern science more accessible.

Vision

Nunavut Arctic College will be recognized as the post-secondary institution of choice for the people of Nunavut by offering a wide range of pathways to culturally relevant programs of the highest national standard. The College will promote opportunities, innovation and leadership while enhancing knowledge of Inuit language and culture to permit all students to proudly take their place in Nunavut and beyond.

Our Values

Nunavut Arctic College is a creative community of educators and students. We are proud of our essential role in providing education that bridges the Nunavut of yesterday, today, and tomorrow.

We value our students and show our commitment to their success by:

- Engaging and challenging our students in student-centered programs;
- Supporting students through personal interaction, small scale learning environments, and sensitivity to the needs of students; and
- Integrating Inuit culture and knowledge into our programs.

We value a positive and productive learning and working environment by:

- Offering innovative programs to meet the requirements of a wide range of students;
- Providing services that acknowledge students as multi-faceted individuals and promote student success in all areas of life: as workers, community members, volunteers, family members, and parents; and
- Establishing and achieving College objectives through the application of research and transparent practices, and through the services of Nunavut Research Institute establishing the highest research standards.

We value strong connections to the communities we serve by:

- Utilizing community-based delivery models for programs;
- Valuing exchange and interaction with communities and acknowledging the community's role in establishing educational priorities for the College; and
- Collaborating with other institutions and organizations in order to provide a broad range of programs and services for Nunavummiut.

We value our partnerships by:

- Collaborating with other institutions and organizations in order to provide a broad range of programs and services for the people of Nunavut.

Principles

Nunavut Arctic College's principles serve as guideposts to create a student-centered institution that reflects Inuit values, beliefs, and knowledge. The College is an inclusive institution that:

- Respects and honors Inuktitut and culture.
- Involves Elders as an integral part of College life.
- Promotes an understanding of Inuit culture and language.
- Values students' connections to family and community.
- Prepares students for meaningful careers and healthy lives.
- Places the well-being of students first and provides a strong caring network of support.
- Promotes learning as a positive life-changing experience, involving the whole person body-mind-spirit.

- Encourages the personal, professional, and academic development of students and staff.
- Engages students as active participants in all aspects of learning and evaluation.
- Ensures graduates meet national standards.

STRATEGIC LINK TO *Katujjiluta*

The Nunavut Arctic College remains committed to working with the Government of Nunavut to achieve the objectives and priorities outlined in *Katujjiluta*. Specifically, the Nunavut Arctic College is working hard with government partners to achieve the priorities of the mandate, specifically:

- *Aging with dignity in Nunavut*
- *Expanding the housing continuum*
- *Enabling health and healing*
- *Reinvesting in education*
- *Diversifying our local economies.*

The College is committed to leading the following mandate commitments of the 6th Legislative Assembly:

- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.

The College is committed to supporting the following mandate commitments of the 6th Legislative Assembly:

- Provide culturally and linguistically relevant training for staff working in continuing care facilities.
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Investigate and implement trauma-informed practices in healthcare and education.
- Prepare a new plan to develop and transform Nunavut's early learning and childcare sector, with an emphasis on Inuit-centered early learning.
- Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
- Improve the efficiency and effectiveness of FANS and other direct financial aid for post-secondary learners.
- Increase training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector.

INUIT EMPLOYMENT PLAN

Nunavut Arctic College shares the objective of Article 23 of the *Nunavut Agreement* "to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level." Nunavut Arctic College contributes in two ways. First, it strives to increase the employment of Inuit in the College. Second, it strives to increase the number of Inuit graduates from its programs thereby enabling more Inuit to be eligible for employment in Nunavut.

Departmental Inuit Employment Targets				
Nunavut Arctic College	As at Sept. 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	310.77		312.8	
Total Filled Positions	149.97	48%	211.5	68%
Total Vacancies	160.8	52%	101.3	32%
Total Inuit	92.97	62%	157	74%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	100%	2	100%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	8	100%	7	88%
Total Vacant Senior-Management Positions	0	0%	1	13%
Total Inuit in Senior-Management Positions	4	50%	5	71%
Total Middle-Management Positions	30		30	
Total Filled Middle-Management Positions	18	60%	25	83%
Total Vacant Middle-Management Positions	12	40%	5	17%
Total Inuit in Middle-Management Positions	9	50%	17	68%
Total Professional Positions	173.6		173.6	
Total Filled Professional Positions	72	41%	115	66%
Total Vacant Professional Positions	101.6	59%	58.6	34%
Total Inuit in Professional Positions	33	46%	76	66%
Total Paraprofessional Positions	40		40	
Total Filled Paraprofessional Positions	15	38%	20.5	51%
Total Vacant Paraprofessional Positions	25	63%	19.5	49%
Total Inuit in Paraprofessional Positions	13	87%	18	88%
Total Administrative Positions	57.17		59.2	
Total Filled Administrative Positions	34.97	61%	42	71%
Total Vacant Administrative Positions	22.2	39%	17.2	29%
Total Inuit in Administrative Positions	31.97	91%	39	93%

Capacity

The Nunavut Arctic College continues to act from its commitment to Inuit Employment. While the College remains committed to improving its Inuit Employment numbers across all employment categories, NAC intends to focus on filling positions at the administrative, paraprofessional, and professional levels. In focusing on these levels, the College has the opportunity to balance between filling a number of positions located in the community, which support Community Learning Centers, but also programs offered in NAC's Campuses. Speaking specifically to positions outside the regional centers, many of these positions are currently filled with casual employees, many are Inuit, and the College is committed to formalize their employment status.

The College is also committed to working with its employees to determine their career and training goals. NAC will work to ensure its employees are aware of the number of training opportunities offered through the Department of Human Resources so that employees have an opportunity to ladder into the next level of employment.

The College's partnership with Memorial University continues to gain traction operationally. The College continues to explore options to support all levels of degree training for its employees through this partnership. Both institutions remain committed to delivering this education in a manner that reflects northern realities and histories, ensuring an education that grounds its staff in the experiences that shape the College and its students.

Inuit Employment

In the coming fiscal year, the Nunavut Arctic College will strive to make a net increase of 64.03 Inuit employees. This is a significant target that will be met by gains across the employment categories, specifically in administrative, paraprofessional, and professional levels. This work will occur in combination with the College's goal of increasing its capacity and decreasing the College's overall vacancy rate.

Priorities (2023-2024)

- The College will determine a number of internships for Nunavut Inuit into instructor and adult educator roles.

***Status:** The College continues to explore various strategies to increase the number of Nunavut Inuit in instructor and adult educator roles. In addition to drawing on existing Human Resources processes, expansion of programs, through third party and base funding, has allowed various programs to work with individuals in the community with the necessary credentials, teaching and instructor experience to deliver programs. Programs include the Nunavut Teacher Education Program, Social Service Worker Program, Interpreter/Translator and Early Childhood Education. Individual programs work to ensure instructors in expanded deliveries have the support and resources needed to succeed.*

- Begin developing implementation plans for the College's strategic plans, including its 10-year strategic plan and its Information Technology (IT) Strategic plan

***Status:** The College continues its work to finalize and table its strategic plans. Implementation plans will be developed following the finalization of the strategic plans. The College will be developing business plans to build human resources capacity in Information Technology according to the IT strategic plan.*

Priorities (2024-2025)

- The College will begin to implement strategies for professional development through its partnership with Memorial University of Newfoundland and Labrador.

Priorities (2025-2026 April - October)

- The College will explore opportunities to support professional training through research partnerships with northern and/or national universities.

CORE BUSINESS

The core business of Nunavut Arctic College is teaching and development for employment through the delivery of education and training programs to adult Nunavummiut. Our goal is building self-reliant communities and families through strengthening knowledge and skills for successful employment.

Nunavut Arctic College's programs and services are accessible from 25 Community Learning Centers across Nunavut. Other facilities include the Academic Affairs Office in Arviat, the Nunavut Research Institute in Iqaluit, the Igloodik Oral History Research Centre in Igloodik, Piqqusilirivvik Centres in Clyde River and its satellite campuses in Baker Lake and Igloodik, Sanatuliqsarvik Nunavut Trades Training Centre in Rankin Inlet, and the regional campuses in Cambridge Bay, Iqaluit, and Rankin Inlet.

Nunavut Arctic College is continually seeking to advance opportunities for Nunavummiut in Post-Secondary education. The programs and services of Nunavut Arctic College are significantly decentralized. For the purposes of this Business Plan, they are grouped together into nine business lines. The table below includes both Main Estimates core funding and Third Party funding for a total College budget in 2024-25 of \$69,018,000.

	Budget (\$000)			
	2023-2024	2024-2025	2025-2026	2026-2027
Administration Services	8,910	9,810	9,810	9,810
Inuit Language & Culture	7,980	7,632	7,632	7,632
Communities & Distance Learning	13,106	17,257	17,257	17,257
Business and Leadership Careers	2,214	1,478	1,478	1,478
Education Careers	19,986	12,763	12,763	12,763
Health & Wellness Careers	7,662	6,522	6,522	6,522
Trades & Technology Careers	5,304	5,372	5,372	5,372
Nunavut Research Institute	1,343	1,357	1,357	1,357
Student Services	6,769	6,827	6,827	6,827
Total	73,274	69,018	69,018	69,018

Administration Services

Administration Services is comprised of three offices: President's Office, Academic Affairs Office, and Business Services Office.

Objectives

- To provide strategic leadership and administrative management for the College.
- To ensure that statutory requirements of the Government of Nunavut and the Office of the Auditor General of Canada are met.
- To lead the achievement of academic excellence.
- To lead the strengthening of College systems and operations.

Programs	Budget (\$000)	2023-2024	2024-25	2025-26	2026-27
President’s Office		921	932	932	932
The President’s Office supports the Board of Governors and is responsible for the overall direction and management of the College. It includes the Vice President position. The Vice President has oversight responsibility of Academic and Student Services and leads the development and management of partnership opportunities within and outside the Government of Nunavut.					
Policy and Strategic Planning		1,391	1,596	1,596	1,596
The Policy and Strategic Planning Division oversees the policy development, strategic planning and public affairs at Nunavut Arctic College. This includes providing support to the President’s Office regarding changes to administration, legislation, policies, and plans for the College. The division of Policy and Strategic Planning is also responsible for marketing and recruitment activities.					
Business Services Office		5,480	6,148	6,148	6,148
The Business Services Office is responsible for the delivery of finance and human resources, information technology and capital planning services. The office has staff in Clyde River, Cambridge Bay, Iqaluit, and Rankin Inlet. The Senior Business Officer manages the Business Services Office.					
Nunatta Administration		342	347	347	347
The Nunatta Administration oversees all operations within the Nunatta Campus and facilities in the Qikiqtaaluk region.					
Kivalliq Administration		384	389	389	389
The Kivalliq Administration oversees all operations within the Kivalliq Campus and facilities in the Kivalliq region.					
Kitikmeot Administration		392	398	398	398
The Kitikmeot Administration oversees all operations within the Kitikmeot Campus and facilities in the Kitikmeot region.					
Sub-Total, Base Programs		8,910	9,810	9,810	9,810
Total, Administration Services		8,910	9,810	9,810	9,810

Priorities (2023-2024)

- Develop the process and guidelines for a 5-year Academic Planning Cycle.

Status: The College anticipates completing this during the fiscal year. In addition to financial, space and Human Resources considerations, programs also require online delivery supports and resources to allow for expanded deliveries. Various programs continue to develop these materials in addition to, and beyond, what was offered during COVID-19 and the subsequent public measures. Various programs continue to update and revise their curriculum to support remote and blended learning. This step is foundational to support mapping of programs year over year.

- Develop a new recruitment calendar to streamline application processes to align with the academic plan.

Status: The College anticipates completing this during this fiscal year and is working to fill its vacant recruitment positions based in Rankin Inlet and Igloolik to support the College in these efforts. Programs with third party funding have developed recruitment efforts to streamline application processes. The College will continue to work towards this goal.

- Develop processes, timelines, and report template for the review of the College’s 10-year strategic plan and the Memorandum of Understanding with Memorial University of Newfoundland and Labrador.

Status: The College anticipates completing this during this fiscal year. The College continues to work with its University Partner, Memorial University of Newfoundland and Labrador through various working groups and quarterly through its Senior Partnership Committee. As this partnership is at its halfway point, the College will continue to review its activities and gather best practices, to be shared through the College's Annual report.

Priorities (2024-2025)

- Implementation of the College’s strategic priorities.
- Develop a plan for CLC upgrades and replacement with stakeholders.

Priorities (April to October 2025)

- Review and update the College’s taxonomy along with the related policy and procedures.

Inuit Language and Culture

The Inuit Language and Culture division has both specific program delivery responsibilities and general program quality responsibilities. It is responsible for supporting and ensuring appropriate Inuktitut and culture content in all College programs.

Objectives

- To lead the building of a culturally responsive college.
- To support the establishment of bilingual learning environments.
- To support the inclusion of appropriate Inuit content in all programs.
- Collect Inuit oral histories.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Language Programs		820	831	831	831
This section includes Inuit language programs such as the Inuit Studies Diploma and Interpreter/Translator Diploma programs.					
Culture Programs		926	935	935	935
This section includes Inuit culture-based programs such as the Jewelry and Metalwork and the Fur Production and Design Diploma programs.					

Oral History Project	312	316	316	316
The Igloolik Oral History Research Centre collects and documents traditional Inuit knowledge by interviewing Elders and digitizing its traditional oral collection and publishing learning resource materials.				
Piqusilirivvik Centre	3,817	3,850	3,850	3,850
The Centre is dedicated to teaching traditional culture, knowledge, life style, skill sets and values, taught in Inuktut and based on the Inuit Qaujimajatuqangit guiding principles.				
Sub-Total, Base Programs	5,875	5,932	5,932	5,932
Third Party Contracts	2,105	1,700	1,700	1,700
The College has partnered with University of Victoria for the purposes of Language Revitalization with a focus on Inuinnaqtun. This line also includes Medical Language training and Inuit Language Implementation (Inuit Language Protection Act managed by Culture and Heritage). NAC Media’s funding from the Department of Culture and Heritage for the purpose of language and culture resource creation also fits within this line.				
Total, Inuit Language and Culture	7,980	7,632	7,632	7,632

Priorities (2023-2024)

- Implement recommendations and outcomes from the program review of Inuit Studies and Interpreter/Translator programs.

Status: The Inuit Studies program is beginning a shift in program focus. Courses are changing to focus less on the study of Inuit and shift towards focusing more on the experience of Inuit from the Inuit perspective. Both programs accepted enrollment of first year students.

- Review outcomes from the Elder Gathering and begin developing new material and/or curriculum for the appropriate programs.

Status: The instructors at the Nunatta and Kivalliq campus are continuing to review material from the Interpreter/Translator program. The program review is also considering what aspects of the program can be offered online and creating new teacher and student materials for the Inuit Studies program.

Priorities (2024-2025)

- Review the Fur Production and Design Program to make it reflect both Inuit Traditional clothing designs of the Arctic and the Contemporary design clothing.

Priorities (April to October 2025)

- Explore options to expand the Fine Arts programs.

Community and Distance Learning

The Community Learning Centres are all staffed with an Adult Educator. They initiate and coordinate programs, support adult students, assess community needs, and are the first point of contact for those wanting information or access to College programs and services. Adult Educators offer Adult Basic Education, literacy, and pre-employment and academic readiness programs in preparation for College entry or work. Select Community Learning Centres offer the Office Administration program and the College Foundation program, which prepares students for entry level employment or for diploma or degree level programs.

The Academic Studies branch, based at Nunatta Campus, offers the College Foundation and Office Administration programs. The Distance Learning branch delivers the Pathway to Adult Secondary School graduation program throughout Nunavut. The Continuing Education section offers evening classes at Nunatta Campus and coordinates third party contracts.

The Communities and Learning department also administers the Nunavut Arctic College Media division, a third party funded initiative, located at the Nunavut Research Institute (NRI) in Iqaluit. The goal of the NAC Media division is to increase awareness of Canada’s Arctic/Inuit perspective and to enhance understanding of Inuit culture, history, and language through print, audio, video, oral history, and archival projects/initiatives.

Objectives

- To lead the delivery of programs and services to communities.
- To develop community-based distance learning capacity.
- To increase accessibility of career and academic readiness programs in communities.
- To increase the number of adults with high school diplomas.
- To obtain third party funding for community-based delivery of programs other than Adult Basic Education.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Communities and Learning	1,801	1,823	1,823	1,823
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The Communities and Learning Office (Arviat) is responsible for program quality assurance, needs assessment, institutional transfer agreements, academic partnerships, and curriculum development. This office is also responsible for college-wide prior learning recognition strategies, professional development and continuing education.

Kitikmeot Community Learning Centres	1,210	1,226	1,226	1,226
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The College operates Community Learning Centres in Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, and Taloyoak.

Kivalliq Community Learning Centres	1,709	1,730	1,730	1,730
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The College operates Community Learning Centres in Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet, Naujaat, and Whale Cove.

Qikiqtaaluk Community Learning Centres	3,473	3,519	3,519	3,519
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The College operates Community Learning Centres in Arctic Bay, Kinngait, Clyde River, Grise Fiord, Sanirajak, Igloolik, Iqaluit, Kimmirut, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, and Sanikiluaq.

Academic Studies	490	497	497	497
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Based at Nunatta Campus, the College offers the College Foundation and Office Administration programs.

Pathway for Adult Secondary School	1,154	1,162	1,162	1,162
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The Pathway for Adult Secondary School Graduation program provides adult Students with the option to earn the same Nunavut Secondary School Diploma as those Students who have achieved their Diploma through the traditional high school route. Pathway for Adult Secondary School is a hybrid of face-to-face instruction and distance learning.

Sub-Total Base Programs	9,837	9,957	9,957	9,957
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Third Party Contracts	3,269	7,300	7,300	7,300
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Supports the delivery of literacy, adult basic education, pre-employment, office administration, and pre-trades training programs, as well as special initiatives such as the Nunavut Fisheries and Marine Training Consortium programs.

Total, Community and Distance Learning	13,106	17,257	17,257	17,257
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Priorities (2023-2024)

- Implement a renewed community needs assessment process.
Status: The College continues to explore ways to revamp how they collect, store and analyze this important data. Communities and Distance Learning continues to work on filling vacant positions, specifically connected to supporting Adult Educators, Prior Learning and Assessment, and in support of the College's curriculum standards. These positions are key to considering the community needs assessment process.
- Support the development of the College's academic plan by identifying Community Learning Centre options for program deliveries.
Status: In addition to understanding community interest in program deliveries, the College also needs to ensure it has a better sense of what training and learning spaces are available in the communities within and beyond Community Learning Centers and Campuses. This inventory will also be part of the College's reconsideration of the needs assessment process.

Priorities (2024-2025)

- Explore options for the conversion, adaptation, and creation of online and blended learning.

Priorities (April to October 2025)

- Create standardized mechanisms to support College Program reviews.
- Explore expanded supports for curriculum development, particularly exploring the College's mechanism to draw on community knowledge and skills for this work.

Business Careers and Workforce Development

The principal career programs in this division are Management Studies and Office Administration.

Objectives

- To train qualified candidates for employment by Nunavut organizations, including businesses, and the Government of Nunavut, the Government of Canada, and entities under the Nunavut Agreement.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Business Programs		1,154	1,168	1,168	1,168
The principal career programs are the Management Studies certificate and diploma and the Office Administration certificate and diploma.					
Sub-Total, Base Programs		1,154	1,168	1,168	1,168
Third Party Contracts		1,060	310	310	310
The College supports delivery of training for computer systems technicians.					
Total, Business Careers and Workforce Development		2,214	1,478	1,478	1,478

Priority (2023-2024)

- Initiate the process to develop and deliver new Business programming to additional sites, including regional campuses and at Community Learning Centres.

***Status:** The College has filled the position of Chair, Business Programs in Cambridge Bay. The Chair, Business Programs will support work in reviewing and updating curriculum. The College is working internally to upgrade the Management Studies program. The Office Administration program is being delivered in Arviat, Igloolik, Iqaluit and Pangnirtung. The Chair, Business Programs will work with Community Distance and Learning on the delivery of programs to additional Community Learning Centers. The Computer Systems Technician program is being updated to match the industry needs and IT needs for Nunavut.*

Priority (2024-2025)

- Explore options, in conjunction with NAC’s University partner, Memorial University of Newfoundland and Labrador, to ladder Management Studies Diploma graduates into their Bachelor of Commerce Degree or Bachelor of Business Administration Degree.

Priorities (April to October 2025)

- Continue to develop opportunities to provide courses and/or programs remotely.
- Explore opportunities to include Business and Workforce courses within other College programs.

Education Careers

The principal career program of this division is the Nunavut Teacher Education Program. It prepares bilingual elementary and middle school teachers for employment in Nunavut schools. These offerings receive oversight from the Teacher Education Partnership Committee with the Department of Education, which coordinates the training and employment of graduates. The division also takes a leadership role in promoting and expanding delivery of the Early Childhood Education Program, which prepares graduates to work with children from infancy to the age of six in both formal and informal settings.

Objectives

- To train qualified bilingual candidates for employment in Nunavut schools.
- To train qualified bilingual candidates for employment in Nunavut daycares.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Teacher Education		2,989	3,016	3,016	3,016
The Nunavut Teacher Education Program trains bilingual elementary and middle school teachers in partnership with Memorial University. This funding supports the Nunavut Teacher Education Program in 15 communities across Nunavut.					
Early Childhood Education		1,951	1,962	1,962	1,962
The Nunavut Early Childhood Education (ECE) Strategy has led to the development of two unique program models—a fulltime, two-year ECE Diploma Program delivered at Nunatta campus in Iqaluit and a workplace-based applied ECE Certificate delivered to childcare workers in designated communities throughout Nunavut.					
Sub-Total, Base Programs		4,940	4,978	4,978	4,978
Third Party Contracts		15,046	7,785	7,785	7,785
The funding supports the delivery of the Nunavut Teacher Education Program in Arviat, Baker Lake, Cambridge Bay, Coral Harbour, Gjoa Haven, Iqaluit, Kugaaruk, Pangnirtung and Rankin Inlet.					
Total, Education Careers		19,986	12,763	12,763	12,763

Priorities (2023-2024)

- Continue to implement the recommendations from the ECE review and continue to modify the ECE program to reflect the recommendations.
- **Status:** *The ECE program is currently designed to be delivered in a blended online capacity. The applied model means the students are ECE workers and practice their learning in real time as they work in childcare centers. The College is working with instructors to identify content and resource experts in the community to support program deliveries. The applied ECE program in Arviat and Igloolik will be completed, and 40 students are anticipated to graduate in February 2024. Applied ECE program offerings are anticipated to start in February 2024 in Iqaluit and Pangnirtung.*
- Continue to convert identified NTEP blended online distance education courses and start to deliver the courses that were converted in the previous year.
Status: *Education Careers is looking at a process to house all our NTEP courses in a digital learning management system, Brightspace, rendering our courses deliverable in a blended online capacity. There were 15 courses developed and/or updated. When they are updated, the course content is revised based on feedback from instructors, students, and content specialists. The College has created curriculum working groups to examine the current content of NTEP courses and have begun working with instructional designers to convert the course content. For 2023-2024, we are anticipating that 20-25 more courses will be developed in Brightspace.*
- Develop an implementation plan to deliver the Student Support Assistant program.
Status: *The NTEP program was developed with a ladder structure that offers exit points where students may achieve a certificate in Inuktitut Language and Culture or a Diploma in Inuktitut Teaching and Culture. Education Careers is considering how the SSA program can be included within NTEP.*

Priorities (2024-2025)

- Explore options for expanded delivery of the ECE programs.
- Deliver the Student Support Assistant program.

Priorities (April to October 2025)

- Continue course and program revisions for NTEP based on experience of expanded delivery.
- Continue to strengthen online presence of programs.

Health and Wellness Careers

The principal programs of this division are the Social Service Worker Diploma Program, the Bachelor of Social Work, the Pre-Health Certificate, the Practical Nursing Program and the Bachelor of Science Nursing (Arctic Nursing) Degree Program. Health and Family Services Partnership Committees with the Departments of Health and Family Services, provide support, oversight and collaboration for these programs, and coordinate the training and employment of graduates.

Objectives

- To train qualified candidates for employment in improving the health and wellness of Nunavummiut.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Health Administration		210	213	213	213
This supports the operations of the Health and Wellness office at the Nunatta Campus, including the Chair of Health and Wellness programs and their respective operational responsibilities.					
Nursing Programs		2,011	2,035	2,035	2,035
Pre-Health programs are delivered with the goal of building enrollment capacity in Health programs. Nunatta Campus offers four years of a B.Sc. in Nursing in partnership with Dalhousie University.					
Social Service Worker Programs		1,676	2,510	2,510	2,510
The Social Service Worker Programs are offered on a full-time basis in the Kitikmeot and rotates delivery between the Kivalliq and Qikiqtani.					
Sub-Total, Base Programs		3,897	4,758	4,758	4,758
Third Party Contracts		3,765	1,764	1,764	1,764
Course offerings are determined by the training needs of the Department of Health and the Department of Family Services. Health and Wellness Careers also offers various part-time and full-time health care programs, as identified and funded by the Department of Health, such as Personal Support Workers programs. The Practical Nurse Program is funded by the Nunavut Implementation Panel.					
Total, Health and Wellness Careers		7,662	6,522	6,522	6,522

Priorities (2023-2024)

- Streamline process for departmental requests for professional level education for careers in the Health/Wellness Field with territorial, and other, Health stakeholders.
Status: Completed and signed an Order of Operations Agreement with QGH for clinical nursing placement process. Continuing to work with the Department of Family Services to establish a hybrid delivery of the Family Resource Worker Program.
- Build capacity for a training program for Inuit instructors for the Social Service Worker Program.
Status: The first Indeterminate Inuit instructor was hired in August 2023. The instructor is being mentored by NAC instructors and will be supported in enrolling in a Master of Social Work program. The prospect of developing a training program will be included in the next business case.

- Explore options for the delivery of Pre-Health sciences program in communities outside of the regional campuses.

Status: *The College has not secured funding to expand Pre-Health science program outside of the regional campuses. In addition, the College has been working towards the development and launch of a Personal Support Worker Certificate to be delivered online and in face-to-face formats. A contribution agreement for the development of a new Personal Support Worker Certificate was signed between NAC and the Department of Health on September 25, 2023. Additional findings from the Nunavut Implementation Panel have been provided for the delivery costs. Launch of this certificate is being planned in both Iqaluit and Rankin Inlet, starting in January 2024.*

Priorities (2024-25)

- Review results of first Bachelor of Social Work cohort to determine possibility of expansion of the program to other areas.
- Explore options for Mentorship program to train Inuit instructors for the Social Service Worker Program.
- Review the delivery of the first Practical Nursing cohort to determine program effectiveness and curriculum updates.
- Deliver the 2nd cohort of the Pre-Health sciences program in Rankin Inlet.
- Deliver the Personal Support Worker program both online and face-to-face.

Priorities (April to October 2025)

- Explore options for delivering a Graduate level Nursing Program.
- Explore opportunities for laddering the Practical Nursing diploma and the Bachelor of Science Nursing.
- Begin the development of a land based and on-line Social Service Worker diploma program.
- Build student engagement and enrollment in the Personal Support Worker program.

Trades and Technology Careers

The primary career programs of this division are in the construction trades area, which includes training for carpenters, housing maintainers, electricians, plumbers, and oil burner mechanics. This division works closely with the Nunavut Apprenticeship, Trade and Occupations Certification Board and the Department of Economic Development and Transportation's Nunavut Mining Round Table. Apprenticeship training is overseen by the Adult Learning Partnership Committee with the Department of Family Services.

Objectives

- To train qualified candidates for employment in Nunavut's construction and mining industries.
- The College will put our communities first by offering local skills and trades training that will reduce our dependence on imported labour and support employment for people with disabilities.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
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Trades Programs	4,614	4,674	4,674	4,674
Trades and technology career offerings are as follows: Carpentry, Housing Maintainer, Electrician, Plumer, Oil Heat Service Technician.				
Environment Technology	690	698	698	698
The Institute delivers the Environmental Technology Diploma in Iqaluit.				
Total, Trades and Technology Careers	5,304	5,372	5,372	5,372

Priorities (2023-2024)

- Explore feasibility of developing a coordinated approach to engaging trades students and apprentices in infrastructure builds across the territory.
Status: The College continues engagement with Nunavut Housing Corporation, the Department of Family Services and industry partners on planning for housing construction training in support of the Nunavut 3000 plan.
- Engage a Mining Sector Advisory Group in Nunavut to align programs delivered by the College with employment opportunities.
Status: The College anticipates completing this priority during the fiscal year. The College will recurrently work towards engagement with industry partners to align program delivery with employment opportunities. Engagement and program delivery for mining careers is delayed due to vacancies in the Chair, Industry Trades and Mine Training Coordinator positions.
- Establish a formal schedule of trades and industrial training program deliveries throughout community learning centers outside of the three main campuses.
Status: The College is working with Hamlets to plan for deliveries of Professional Drivers Training in communities outside the main campuses. Trades training has been identified for Arctic Bay, Iqaluit, Arviat, Baker Lake, Rakin Inlet, Cambridge Bay, Gjoa Haven and Taloyoak. The Culinary Arts program will begin in Cambridge Bay. The College will work towards the apprenticeship Camp Cook program accreditation.
- Implement the recommendation and outcomes of the Environmental Technology Program and explore opportunities for program expansion.
Status: The College is working with curriculum development specialists to undertake the recommendations of the ETP review final report. The College is working with Memorial University of Newfoundland and Labrador to develop and explore program expansion.
- Develop opportunities for secondary school students to enter the trades and technology program and earn apprenticeship credits and hours.
Status: The College has started meeting with the Department of Education to discussion the integration of courses and the scoring of the credits. The College has shared course materials with the Department of Education's Curriculum Specialist. The College will engage with the

Department of Family Services for the review of the framework and the apprenticeship accredited hours.

Priorities (2024-2025)

- Implement the identified opportunities for trades students and apprentices to engage in work opportunities within the Territory.

Priorities (April to October 2025)

- Continue to work with industry partners on curriculum updates.

Nunavut Research Institute

Nunavut Research Institute (NRI) is the lead agency for science, research, and technology development in Nunavut and functions as NAC’s science and technology development hub. NRI is mandated to license and coordinate broad-scale science projects in Nunavut and plays a key role in the development of northern research. It is managed by the Senior Research Officer, who is also the Science Advisor for Nunavut.

Objectives

- To provide leadership in developing, facilitating and promoting traditional knowledge, science, and technology as a resource for Nunavummiut.
- To license all qualified research projects in Nunavut not regulated under the *Wildlife Act* or by archeological site regulations.
- To put Nunavut research into the hands of Nunavummiut.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Nunavut Innovation and Research Institute		1,093	1,107	1,107	1,107
Nunavut Innovation and Research Institute is responsible for licensing all research projects which fall under the <i>Scientists Act</i> . It also provides logistical support to researchers.					
Sub-Total, Base Programs		1,093	1,107	1,107	1,107
Third Party Contracts		250	250	250	250
Funding supports activities for science education.					
Total, Nunavut Research Institute		1,343	1,357	1,357	1,357

Priorities (2023-2024)

- Review the expanded Trichinella detection program and explore options to include additional testing capabilities.

***Status:** The College's new Trichinella testing service in Rankin Inlet was successfully established in July 2023 and is receiving samples regularly from Kivalliq communities for testing. This program operates concurrently with the established testing program in Iqaluit. The expanded testing service in Rankin Inlet will be evaluated in Spring 2024 to determine the viability of continuing to deliver the service for a longer period. The College is also actively working with Nunavut Tunngavik Incorporated to explore options for new wildlife pathogen detection and contaminants analysis at the NRI research laboratory in Iqaluit*

- Develop a draft institutional research strategy framework for NAC

***Status:** The College and Memorial University completed an in-depth review of Nunavut research literature for the period from 1996 to 2022 which describes the various roles the College has played as a research regulator, facilitator, and practitioner. The review is now being utilized to develop a research strategy framework which will define NAC's priorities and vision for research and set out a plan for building NAC's research capabilities to achieve strategic research goals.*

- Develop options for a new and more efficient digital research portal.
- ***Status:** North by North funding supported the ongoing development of a new online, searchable interface and map for research licensed by NAC under Nunavut's Scientists Act. The new Isirvik portal was previewed for the public in December 2023 at the ArcticNet Annual Science Meeting in Iqaluit. A full public release of the Isirvik portal is planned for January/February 2024. It will offer Nunavummiut better access to information about research licensed in Nunavut and allow NAC to better track research trends and other data.*

Priorities (2024-2025)

- Continue to implement research and capacity development activities through the North-by-North program

Priorities (April to October 2025)

- Complete an assessment of NRI's research assets and infrastructure and produce a development plan

Student Services

Student Services includes the Registrar, Regional Campus Elder Advisor program, counseling services, student accommodations, food services, transportation, recreation, daycare, library services, and security at the regional campuses. Student Services is spread over the three regional campuses and is managed by the respective Deans, with program directives coordinated by the Director, Student Services.

Objectives

- To enhance the quality of student life, improve student educational persistence and academic success for all students by addressing the social, personal, recreation, and accommodation needs of students.

- To bridge the gaps between students, staff, campus, and community resources.

Programs	Budget (\$000)	2023-24	2024-25	2025-26	2026-27
Kitikmeot Campus		673	682	682	682
Kitikmeot Campus has 20 student family housing units and accommodations for 20 single students.					
Kivalliq Campus		1,373	1,388	1,388	1,388
Kivalliq Campus has 12 student family housing units and accommodations for 56 single students. It also has limited recreation activities on-campus.					
Nunatta Campus		4,723	4,757	4,757	4,757
Nunatta Campus has a full suite of student services, including counseling services, single and family accommodations and recreation activities. The campus has 107 student family housing units and accommodations for 42 single students.					
Total, Student Services		6,769	6,827	6, 827	6, 827

Priorities (2023-2024)

- Continue to implement student service supports that are grounded in Inuit cultural values, family supports and focus on wellness.

***Status:** Student Counsellors work closely with the ‘Healing by Talking’ initiative to connect students across the territory with remote counselling services. The counselling team also provides a range of health and wellness services that foster academic success, support family life and the family education model, and enhance the overall learning experience. The College continues to employ Elder Advisors in the Regional Campuses. Student Services is continuously planning and facilitating workshops and groups for students and their families. A wide variety of programming is made available over the academic year. This includes kamik making, parka making, beading is healing, monthly family country food feasts, sewing afternoons with staff and students, Inuit guest speakers and much more.*

- Examine ways to implement uniformity of student services for all regional college campus’ and CLCs

***Status:** Several steps have been taken in an effort to standardized student services across the regional campus’ and CLCs. With regards to academic supports, an online portal has been created for students which allows for tutoring services to be requested by any student in the territory for a desired subject either through an online delivery or in person when available. The creation of the Campus Life Coordinator positions will provide an individual at each regional campus tasked with creating a healthy learning environment through various programming available to students and families. They will also work to standardize student orientation deliveries and graduations across the territory as well.*

- Build capacity within the Registrar’s office to track and address issues of attrition and support student success

Status: *The College will be working towards filling the vacant Registrar position. The College has implemented use of the Student Information System, which includes a self-service platform that will allow students to access all these services via their online portal. This will expedite many of the processes the registrar offers and make information and services more easily accessible to students.*

Priorities (2024-2025)

- Conduct a review of Student Services Programs and Support Services
- Implement student services recommendations at campuses and CLCs across the territory.

Priorities (April to October 2025)

- Explore opportunities to strengthen the coordination of Student Services supports across all NAC campuses and CLCs.
- Develop a comprehensive student supports framework that emphasizes student wellness, Inuit Cultural values, assessment, targeted intervention, and shared responsibility.

College Program Budgets

Budget (\$000)	2023-24	2024-25	2025-26	2026-27
College Sub-total, Base Programs	47,779	49,909	49,909	49,909
College Sub-total, Third Party	25,495	19,109	19,109	19,109
College Total, Programs	73,274	69,018	69,018	69,018

APPENDIX I: PROGRAM DELIVERY SUMMARY

Inuit Language and Culture – Dean of Inuit, Education and University Studies

Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Inuit Studies Program	Diploma	•		
Interpreter/Translator Program	Diploma	•		
Jewelry and Metal Work Program	Diploma	•		
Fur Production Program	Diploma	•	•	

Community and Distance Learning – Dean of Communities and Learning Responsibility

	Certification	Qikiqtaaluk	Kivalliq	Kitikmeot
Pathway for Adult Secondary School	ROA	•	•	•
Adult Basic Education	ROA	•	•	•
Pre-Trades	ROA	•		
College Foundation	Certificate	•	•	•

Business Careers and Work Force Development – Dean of Health and Wellness

Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Management Studies	Diploma			
Office Administration	Certificate	•	•	
Office Administration	Diploma			
Computer System Technician	Diploma	•		

Education Careers – Dean of Inuit, Education and University Studies Responsibility

	Certification	Qikiqtaaluk	Kivalliq	Kitikmeot
Nunavut Teacher Education Program	Degree	•	•	•
Early Childhood Education-Applied	Certificate	•	•	

Health and Wellness Careers – Dean of Health and Wellness Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Arctic Nursing Program	Degree	•		
Practical Nursing	Diploma		•	
Pre-Health	Certificate	•		
Social Service Worker Program	Diploma	•	•	•

Trades and Technology – Dean of Trades and Technology Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Skilled Trades Worker- Carpenter	Diploma		•	

Apprenticeship Carpenter – Level I				
Apprenticeship Carpenter – Level II			•	
Apprenticeship Carpenter – Level III			•	
Skilled Trades Worker – Housing Maintainer	Diploma		•	
Apprenticeship Housing Maintainer – Level I				
Apprenticeship Housing Maintainer – Level II				
Apprenticeship Housing Maintainer – Level III				
Building Trades Helper Diploma – Electrician	Diploma		•	
Apprenticeship Electrician – Level I			•	
Apprenticeship Electrician – Level II			•	
Apprenticeship Electrician – Level III				
Building Trades Helper Diploma - Plumber	Diploma		•	
Apprenticeship Plumber – Level I				
Apprenticeship Plumber – Level II				
Building Trades Helper Diploma– Oil Heat Service Technician	Diploma		•	
Building Trades Helper Diploma – Oil Heat Service Technician – Level I			•	
Building Trades Helper Diploma – Oil Heat Service Technician – Level II			•	
Building Trades Helper Diploma – Oil Heat Service Technician – Level III				
Culinary Arts	Diploma			•
Driver Training – Class 1, 2, & 3	ROA		•	
Airbrakes	ROA		•	
	Note: All Apprenticeship Programs are Interprovincial Standards (Red Seal) except Housing Maintainer. Housing Maintainer is a Provincial Standard Program currently recognized in NWT and NU.			

Environmental Technology Program – Dean of Trades and Technology Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Environmental Technology Program	Diploma	•		

APPENDIX II: FINANCIAL SUMMARY

Branch	2023-2024		2024-2025		2025-2026		2026-2027	
	Main Estimates		Main Estimates		Planned		Planned	
	(\$000)	PYs	(\$000)	PYs	(\$000)	PYs	(\$000)	PYs
HEADQUARTERS								
Compensation and benefits	3,059	21.0	3,141	21.0	3,141	21.0	3,141	21.0
Grants and contributions	-		-		-		-	
Other operations and maintenance	1,750		3,042		3,042		3,042	
Subtotal	4,809		6,183		6,183		6,183	
NUNAVUT RESEARCH INSTITUTE								
Compensation and benefits	1,021	6.5	1,039	6.5	1,039	6.5	1,039	6.5
Grants and contributions	-		-		-		-	
Other operations and maintenance	318		382		382		382	
Subtotal	1,339		1,421		1,421		1,421	
REGIONAL CAMPUSES								
Compensation and benefits	44,109	280.8	38,828	285.3	38,828	285.3	38,828	285.3
Grants and contributions	-		-		-		-	
Other operations and maintenance	23,017		22,586		22,586		22,586	
Subtotal	67,126		61,414		61,414		61,414	
TOTAL	73,274	308.3	69,018	312.8	69,018	312.8	69,018	312.8
Less:								
Other sources of funding ¹	(32,956)	(70.0)	(26,572)	(74.5)	(26,572)	(74.5)	(26,572)	(74.5)
TOTAL GOVERNMENT OF NUNAVUT FUNDED	40,318	238.3	42,446	238.3	42,446	238.3	42,446	238.3

**DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET
– ALL SOURCES**

	Headquarters (\$000)	Qikiqtaaluk (\$000)	Kivalliq (\$000)	Kitikmeot (\$000)	Total (\$000)
Compensation and Benefits	3,141	26,694	9,361	3,812	43,008
Grants and Contributions	-	-	-	-	-
Travel and Transportation	215	2,228	150	257	2,850
Materials and Supplies	38	2,375	106	219	2,738
Purchased Services	38	1,120	82	73	1,313
Utilities	-	298	-	8	306
Contract Services	275	9,576	780	2,307	12,938
Fees and Payments	1,066	2,388	96	129	3,679
Other Expenses	1,409	572	185	20	2,186
Total Operations and Maintenance	6,182	45,251	10,760	6,825	69,018



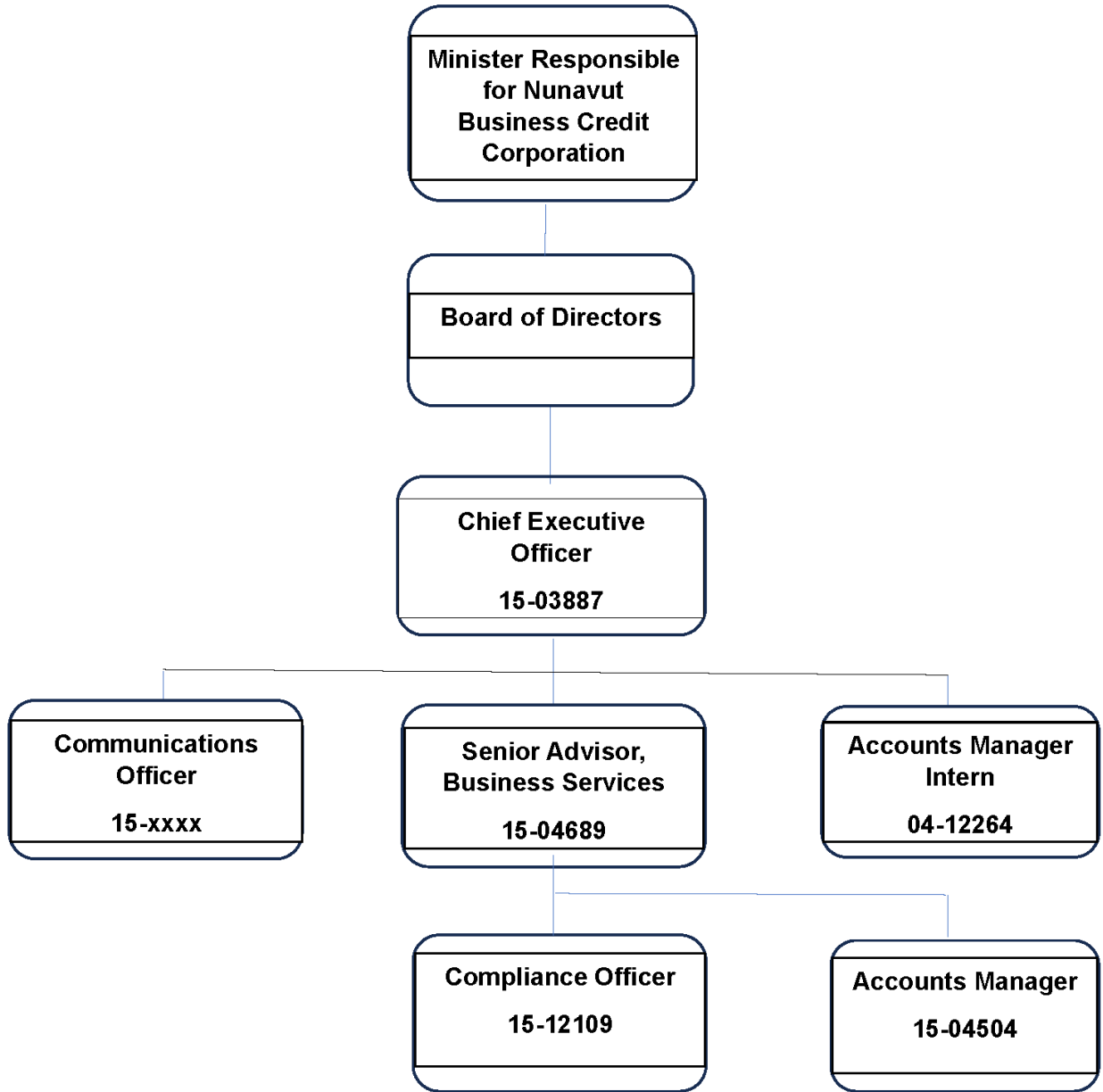
Nunavut Business Credit Corporation

will be the

financial solutions provider of choice

to Nunavut's business community.

CORPORATE ACCOUNTABILITY CHART



Note: All positions are located at NBCC's headquarters in Iqaluit.

INTRODUCTION

Nunavut Business Credit Corporation (NBCC) was created through the *Nunavut Business Credit Corporation Act* with a mandate to function as an agent of the Government of Nunavut (GN) to stimulate economic development and employment in Nunavut. As a territorial corporation, NBCC is an arms-length public agency of the GN and as such is bound by Part IX of the *Financial Administration Act* which is specific to public agencies.

NBCC reports to the Minister responsible for the Nunavut Business Credit Corporation (Minister Responsible). The Corporation's Board of Directors (Board) consists of seven to twelve directors, appointed by the Commissioner in Executive Council on the recommendation of the Minister Responsible. The Board directs the business of the Corporation by exercising the powers and performing the duties of the Corporation in accordance with the written directions and policy guidelines established or issued by the Minister Responsible.

Based in Iqaluit, Nunavut, NBCC is managed by the Corporation's Chief Executive Officer (CEO), who is appointed by the Minister Responsible for NBCC in consultation with the Board. The CEO supervises, manages, and directs the business of the Corporation in performing its duties. All employees of NBCC are members of the public service of the GN and are bound by the *Public Service Act*.

NBCC has five positions that report, directly or indirectly, to the CEO.

The three positions that report directly to the CEO are the Senior Advisor, Business Services, the Communications Officer, and the Accounts Manager Intern.

The Senior Advisor, Business Services manages the Corporation's lending portfolio and ensures the proper due diligence of the Corporation in performing its duties with the assistance of a two-person support staff which is comprised of a Compliance Officer and an Accounts Manager. The Senior Advisor, Business Services also acts as Corporate Secretary.

MANDATE

NBCC's mandate is to stimulate economic development and employment in Nunavut by supporting, financing, and investing in resident business enterprises. NBCC does not offer grants or forgivable credit facilities and cannot make equity investments.

As the lender of northern opportunity, NBCC provides financing alternatives to small and medium business enterprises in Nunavut for whom access to credit represents a real challenge to growing their businesses. While NBCC accepts applications from new businesses, the majority of NBCC's clients are established businesses looking to expand or better establish themselves in their markets.

Working one on one with its clients, NBCC through its due diligence process gives careful consideration to each application, ensuring the merits of proposed business ventures are evaluated. The Corporation then provides financing for those projects that offer the best opportunities for success.

MISSION

NBCC's mission is to stimulate economic development and employment throughout Nunavut. NBCC provides businesses with financing if they are unable to obtain loans from other financial institutions on reasonable terms and conditions. As a business development agency, NBCC recognizes that access to adequate capital is one of the many challenges faced by northern businesses in their attempts to take advantage of economic opportunities.

As an agent of the GN, NBCC contributes to the government's mandate, *Katujjiluta* by working collaboratively with other GN departments and public agencies to "*develop the territory's economy and infrastructure base through Pivaallirutivut*".

VISION

In meeting its Mandate and Mission, NBCC strives to be the “financial solutions provider of choice” to Nunavut’s business community and be recognized as the:

Lender of Northern Opportunity

To NBCC’s Board and staff, being the “*Lender of Northern Opportunity*”, means creating value by building relationships, networks, and knowledge to enable the Corporation’s clients to prosper. To accomplish this, NBCC works closely with its clients to improve their capabilities and their access to resources and opportunities. The Corporation builds linkages within local business communities, with other agencies of economic development and with other providers of public and private capital. It also actively promotes the business success of its network of clients and organizes its activities around this central objective.

This vision of opportunity and success is based on fundamental values of viable self-sufficient economic development in Nunavut as well as sound principles of business management.

KEY APPROACH

NBCC's key approach to lending is ensuring an approach that works for Nunavut. NBCC aims to provide borrowing opportunities to those Nunavut residents and businesses that have been unable to secure reasonable financing and conditions with other lenders. NBCC works closely with its clients, in partnership with other lending agencies. NBCC does not consider itself in competition with other lenders, but collaborates with them to best service each client's unique needs.

Consistent with this approach, NBCC has entered into separate Memorandums of Understanding (MOUs) with Baffin Business Development Corporation, Kitikmeot Community Futures Inc., and Atuqtuarvik Corporation, an Inuit-owned investment company serving Nunavut.

NBCC continues to work on formalizing a relationship with Kivalliq Business Development Centre. NBCC has also discussed with Kakivak Association the possibility of a Memorandum of Understanding to formalize the partnership and close working relationship of the two parties.

In addition, there is close collaboration with NBCC's sister territorial corporation, Nunavut Development Corporation, which provides equity funding to Nunavut businesses.

Katujjiluta

NBCC supports the GN's vision of *Katujjiluta* through its approach to economic development. Support of the *Katujjiluta* is primarily through the strong partnerships that the Corporation has with other lending agencies.

At the heart of NBCC's mandate is a requirement to support the Territory's business community and thereby foster opportunities for Nunavummiut. This focus is consistent with *Katujjiluta*, as it supports improving the well-being and self-reliance of Nunavummiut through community-based sustainable opportunities. Local economic development is most effective when it is based on a community's own natural resources and skills as well as its vision for the future. Each community has the unique potential to create more employment opportunities for Nunavummiut.

NBCC is aware of the need to improve educational and training outcomes in Nunavut so that Nunavummiut can contribute positively to society and have meaningful employment. This serves to enhance the attractiveness of Nunavut's investment environment and provides greater recognition of Nunavut's place within Canada and the broader global economy.

Education and training is also important for the Corporation's clients and as such, the Corporation assists business owners that are interested in mentoring opportunities.

A strong supporter of Nunavut's tourism industry, NBCC will continue to work with those businesses involved in highlighting what Nunavut has to offer by supporting their marketing efforts across Canada and around the world.

NBCC supports economic growth through responsible development across all sectors. Nunavut's geography provides a wealth of opportunity for local businesses to participate in Nunavut's burgeoning resource sector by providing on-the-ground logistics and support services.

In focusing its energies on supporting community-based sustainable economies, NBCC will achieve its primary mandate to foster opportunities for Nunavummiut. NBCC also recognizes the need to forge strategic partnerships and work together with other economic development organizations to achieve a greater quality of life for Nunavummiut overall.

ENVIRONMENTAL SCAN

A SOLID FOUNDATION

Some of the Corporation's Board members have served multiple terms, which provides corporate history and continuity. Board members come from a diverse cross-section of industries, experience, and educational backgrounds. This further adds to the rigorous due diligence process.

A set of approved policies and procedures covering the breadth of credit, financial, governance and administrative practices forms NBCC's policy framework.

NBCC is 67% staffed, with many of these staff members being long-time GN employees. The majority of these staff members have been in their current positions for a number of years.

A BROADER REACH

Nunavut's economy is considered a mixed economy. It is characterized by traditional land use and a wage-based economy. This means NBCC must be able to target its services to two very broadly different sets of clients. Many economic sectors are underdeveloped, which is an opportunity for NBCC to assist these specific industries in their development. The entrepreneurial sector, which includes the arts and crafts sector, the tourism sector, and the film sector are all underdeveloped in Nunavut. By assisting with the development of these sectors while encouraging ongoing development in others, it will increase employment opportunities for Nunavummiut.

NBCC will continue to focus its attention in the medium to long term on expanding its lending activities into new sectors as opportunities arise, such as new technologies. Specifically, NBCC needs to look at how best it can support an increase in private sector participation in those industries critical to macroeconomic growth. Of course, NBCC cannot lose sight of the resource development industries tied to the Territory's natural capital and land-based economy.

NBCC has also established more effective communications with its existing loan clients and new loan clients. NBCC has made significant efforts to identify how it may improve services by visiting communities, attending tradeshow, and meeting clients and prospective clients in person.

NBCC has the ability to administer a lending fund of up to \$50 million. NBCC acknowledges the need to broaden its reach across all sectors and across all regions and to make a concerted effort to negotiate new loans with its existing clients while attracting new ones.

ECONOMIC OUTLOOK

The Conference Board of Canada's spring 2023 territorial outlook to 2045 expects that Nunavut's economy (gross domestic product) will grow by 7.4% in 2023 (original forecast was 2.6%) and 12.3% in 2024.

COVID-19 severely impacted the territory's tourism sector because of travel restrictions. A recovery of accommodation and food services industries has occurred now that border restrictions have been eased. Evidence of this is the number of cruise ships that visited Nunavut during the summers of 2022 and 2023.

The airline industry in the territory was severely impacted by COVID-19 but has recovered. However, increasing airfares and the structure of airfares have caused consumer dissatisfaction with Nunavut's major airline.

There are four mines operating in Nunavut, of which two gold mines (Meliadine and Meadowbank) are maturing and will cease production by the end of the current decade. These two gold mines are owned by Agnico Eagle. A third gold mine, Hope Bay, owned by Agnico-Eagle has suspended gold production as the focus has shifted to exploration.

The fourth mine, Mary River, operated by Baffinland Iron Mines, produces iron ore.

Construction rebounded in 2022 but at the same time was hampered by inflation, which caused delays in both residential and non-residential construction projects. Large infrastructure projects, such as the Iqaluit deep sea port have been completed in 2023.

Other large infrastructure projects are continuing towards construction, such as the Kivalliq Hydro-Fibre Link and the Grays Bay Road and Port project.

The Nunavut Housing Corporation and NCC Development Ltd. announced plans to build 3,000 homes by 2030. The Nunavut 3000 Strategy is likely to cause residential investment to rise as a growing, relatively young population ensures demand for housing.

The Conference Board of Canada is forecasting a net average loss of 240 people every year of interprovincial/territorial migration. Despite this, Nunavut's population is expected to grow at an annual average rate of 1.2% over the next decade.

The public sector, construction, trade, and tourism-related services are expected to drive employment growth. Matching the skills of Nunavummiut to available employment opportunities though continues to be a challenge.

Rising inflation is a concern for the Bank of Canada, which resulted in a significant rise in interest rates that has impacted credit facility renewals for the Corporation's clients and will continue until interest rates moderate or decrease. Currently, the Bank of Canada has paused interest rate increases.

INUIT EMPLOYMENT PLAN

Departmental Inuit Employment Targets				
Nunavut Business Credit Corporation	As at Sept 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	6		6	
Total Filled Positions	4	67%	5	83%
Total Vacancies	2	33%	1	17%
Total Inuit	1	25%	2	40%
Total Executive Positions	0		0	
Total Filled Executive Positions	0	0%	0	0%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	1		1	
Total Filled Senior-Management Positions	1	100%	1	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	0		0	
Total Filled Middle-Management Positions	0	0%	0	0%
Total Vacant Middle-Management Positions	0	0%	0	0%
Total Inuit in Middle-Management Positions	0	0%	0	0%
Total Professional Positions	1		1	
Total Filled Professional Positions	1	100%	1	100%
Total Vacant Professional Positions	0	0%	0	0%
Total Inuit in Professional Positions	0	0%	0	0%
Total Paraprofessional Positions	1		2	
Total Filled Paraprofessional Positions	1	100%	1	50%
Total Vacant Paraprofessional Positions	0	0%	1	50%
Total Inuit in Paraprofessional Positions	0	0%	1	100%
Total Administrative Positions	3		2	
Total Filled Administrative Positions	1	33%	2	100%
Total Vacant Administrative Positions	2	67%	0	0%
Total Inuit in Administrative Positions	1	100%	1	50%

CAPACITY

NBCC is committed to increasing its Inuit employment levels to representative levels in accordance with Article 23 of the *Nunavut Agreement*. Currently, NBCC has an Inuit employment level of 25% (excluding two vacancies).

NBCC follows established GN recruitment and hiring practices to ensure qualified Inuit are appropriately considered as vacancies occur. The Corporation has eliminated a vacant administrative position and a second Compliance Officer position. A Communications Officer has been added along with an Accounts Manager Intern position, funded by the Department of Human Resources.

INUIT EMPLOYMENT

NBCC's senior management is committed to working with its Inuk employee to identify training and development opportunities and encourage career aspirations. NBCC also ensures that its Inuk employee participates in training sessions designed to build skills specific to NBCC's mandate. This practice reinforces on-the-job experience and increases the prospect of the Inuk employee to advance into a management or executive role.

2023/2024 INUIT EMPLOYMENT PRIORITIES

1. Commence the recruitment process to staff the intern position.

Status: The Corporation has commenced the recruitment process for an Accounts Manager Intern.

2024/2025 INUIT EMPLOYMENT OPPORTUNITIES

1. Commence internship of the successful candidate.

April to October 2025 INUIT EMPLOYMENT OPPORTUNITIES

1. Evaluate the progress of the intern and determine if additional supports are needed.

NUNAVUT'S OFFICIAL LANGUAGES

NBCC is committed to respecting Nunavut's culture, language, and traditional Inuit knowledge – *Inuit Qaujimaqatuqangit*. The Corporation recognizes the strength and perseverance of Nunavummiut, the wisdom of its elders and the potential of its youth. The Corporation acknowledges the traditional Inuktitut languages (Inuktitut and Inuinnaqtun) as well as French and English – which together are recognized as the official languages of Nunavut.

As an agent of the Government of Nunavut, NBCC endeavors to comply with the *Official Languages Act*. NBCC clearly and prominently labels publications, advertising and promotional products and other forms of material and products in Nunavut's official languages.

CORE BUSINESS

NBCC'S core business is to provide appropriate financing solutions to small and medium enterprises (SMEs) in Nunavut who require between \$150,000 and \$2 million in loans or guarantees. NBCC does not offer grants or forgivable loans and cannot make equity investments.

Credit applications up to \$500,000 are approved by the Board of Directors. Credit amounts exceeding this threshold must be approved by the Minister Responsible, who has delegated this authority to the Deputy Minister of Economic Development and Transportation. The Corporation's maximum borrowing limit is set at \$50 million of working capital from the GN. The Financial Management Board has currently set the working capital advance limit at \$40 million.

Security is a requirement for all financing. The Corporation's policy on the amount of security is conservative and consists for the most part of a combination of a mortgage on real property, a pledge on personal property, and a personal/general guarantee from the principals of the business enterprise applying for credit.

NBCC loans are structured to allow for a comfortable cash flow through such strategies as:

- *Interest only payments for up to three years;*
- *Payments only to match cash rich periods of the business cycle;*
- *Graduated payments;*
- *Balloon payments; and*
- *Suppliers' credit.*

The types of projects that NBCC considers from small and medium sized businesses include:

- *The purchase of fixed assets;*
- *Leasehold improvements;*
- *Consolidation of debt;*
- *Bid bond security for contractors;*
- *Providing working capital for inventory acquisition; and*
- *Interim or bridge financing.*

NBCC works in partnership with the majority of other lending organizations in the Territory to support enterprises doing business in Nunavut. NBCC's major partners are the Community Futures organizations in each region of Nunavut and Atuqtuarvik Corporation in Rankin Inlet. NBCC also works in conjunction with commercial banks when the lending limit required by clients exceeds NBCC's threshold of \$2 million.

NBCC works closely with Community Futures organizations, such as Kitikmeot Community Futures Inc. (KCFI) in the Kitikmeot Region and Baffin Business Development Corporation (BBDC) in the Qikiqtaaluk Region, to service clients, which fall below NBCC's lower threshold of \$150,000. Working in tandem with NBCC, Community Futures organizations often refer their larger clients to NBCC, while some NBCC clients are referred to their regional Community Futures organization for more appropriate financing solutions. Community Futures organizations are more adept at meeting small business needs. Notably, both KCFI and BBDC increased their maximum lending threshold to \$250,000 from \$150,000 in recent years.

Since NBCC cannot fulfill loan requests exceeding \$2 million, the Corporation refers such requests to commercial banks, other government agencies, such as the Business Development Bank of Canada (BDC), and private organizations, such as Atuqtuarvik Corporation (AC). However, there is no BDC office in Nunavut to service clientele in the Territory.

NBCC has a good working relationship with First Nations Bank of Canada (FNBC), which is 17.66% owned by AC, which in turn is a subsidiary of Nunavut Tunngavik Incorporated (NTI). NBCC and FNBC jointly provide funding to a number of clients.

AC only supports Inuit-owned firms, providing both equity financing and loans. NBCC, as a territorial corporation, must make itself accessible to all applicants doing business in Nunavut. As strategic partners, NBCC and AC communicate regularly. It is common for the two organizations to provide loans to those projects with significant financing needs.

NBCC has formalized relationships with its key partners by establishing separate MOUs with AC, BBDC, and KCFI. NBCC has been working to establish a MOU with the Kivalliq Business Development Centre and has had discussions with Kakivak Association to establish a MOU.

In addition, NBCC works closely with Nunavut Development Corporation (NDC), another territorial corporation, which provides equity financing to Nunavut businesses. It is normal for NBCC, NDC, and one of the Community Futures organizations to be partners with respect to the financing of a client.

THREE YEAR EXPENDITURE FORECAST FOR FISCAL YEARS 2024-2025 TO 2026-2027

	ACTUAL 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	BUDGET 2025-2026	BUDGET 2026-2027
Revenues					
Interest Income on Loans Receivable	786,972	780,000	910,000	980,000	1,050,000
Interest expense on advance from GN	-438,748	-580,000	-580,000	-620,000	-660,000
	348,224	200,000	330,000	360,000	390,000
Add: Recovery of losses on impaired loans/accrued liabilities	79,941				
Less: Provision for Losses on Impaired Loans	50,403	-25,000	-25,000	-25,000	-25,000
Net Income from Lending	377,762	175,000	305,000	335,000	365,000
Other interest income	30,670	22,500	56,000	56,000	56,000
Total Income	408,432	197,500	361,000	391,000	421,000
Expenses					
Amortization	5,032	4,000	4,000	3,000	3,000
Loan administration expense	2,838	3,000	3,000	3,000	3,000
Salaries and benefits	647,381	850,000	850,000	850,000	850,000
Advertising and promotion	63,622	70,000	70,000	70,000	70,000
Professional development	81,762	50,000	50,000	50,000	50,000
Professional fees & expenses	72,041	75,000	75,000	75,000	75,000
Travel	11,008	75,000	75,000	75,000	75,000
General & Administrative	32,175	35,000	35,000	35,000	35,000
Board meetings	78,319	68,000	68,000	68,000	68,000
Board honorarium	49,875	35,000	35,000	35,000	35,000
Facility rental	92,036	92,000	92,000	92,000	92,000
Total Expenses	1,136,089	1,357,000	1,357,000	1,356,000	1,356,000
Earnings before other items	-727,657	-1,159,500	-996,000	-965,000	-935,000
Other					
Administrative Contribution from GN	900,000	900,000	900,000	900,000	900,000
In-kind from GN	140,162	160,000	160,000	160,000	160,000
Sivuliqtiksats	-	-	-	-	-
Total Contribution	1,040,162	1,060,000	1,060,000	1,060,000	1,060,000
Net comprehensive income (loss)	312,505	-99,500	64,000	95,000	125,000
	Actual	Forecast	Forecast	Forecast	Forecast
Loan Portfolio	15,653,768	16,000,000	16,000,000	17,000,000	18,000,000
Performing Loan Balance	12,888,667	13,000,000	13,000,000	14,000,000	15,000,000
Increases in Loan Portfolio by year		1,000,000	1,000,000	1,000,000	1,000,000
Increases in Performing Loan Balance by year		1,000,000	1,000,000	1,000,000	1,000,000
Average Loan Interest Rate		6.0%	7.0%	7.0%	7.0%
Advance from GN	13,500,000	14,500,000	14,500,000	15,500,000	16,500,000
Average Interest Rate on Advance from GN	3.43%	4.0%	4.0%	4.0%	4.0%
Average Interest Rate Earned on Cash Balance of \$1,000,000	3.26%	2.25%	5.6%	5.6%	5.6%

PRIORITIES FOR 2023-2024

1. Commence implementation of any revisions to the Corporation's strategic plan.

Status: The majority of the revisions were related to an updated communication action plan.

2. Introduce proposed revisions to the *Nunavut Business Credit Corporation Act* in the Legislative Assembly.

Status: Comments were sought from regional chambers of commerce and Nunavut Tunngavik Incorporated. Proposed revisions are expected to be introduced in the winter 2024 sitting of the Legislative Assembly.

3. Based upon the previous year's Ad-hoc Committee review, develop an updated communications action plan.

Status: After consideration of the work required, the Board of Directors approved a new position, Communications Officer, to support the updated communications action plan.

4. Complete the review of the Corporation's Accounting Manual, which was initiated in 2022-2023.

Status: The Board of Directors reviewed a preliminary draft at its June meeting.

5. Re-engage with Kakivak Association to complete a Memorandum of Understanding.

Status: The Corporation has re-engaged with Kakivak Association.

6. Commence a review of the Corporation's Administration and Conduct Manual.

Status: The review has been moved to 2024-2025.

PRIORITIES FOR 2024-2025

1. Commence a review of the 2022/2023 - 2024/2025 strategic plan with an eye towards making any necessary revisions.
2. Begin implementation of the client survey action plan.
3. Commence a review of the Corporation's Administration and Conduct Manual.

PRIORITIES (April to October 2025)

1. Commence implementation of any revisions to the Corporation's strategic plan.
2. Commence a review of the Corporation's Credit Management Manual.

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Purpose

The Nunavut Development Corporation (the "Corporation" or "NDC") is a Territorial Corporation of the Government of Nunavut (the "Government") named in Schedule B of the *Financial Administration Act* ("FAA"), and operates in accordance with Part IX of the FAA, the *Nunavut Development Corporation Act* (the "Act") and the *Business Corporations Act*.

Section 25 of the *Nunavut Development Corporation Act* pertains to the submission of an annual corporate plan, operating budget, and capital budget as described in Sections 91 to 93 of the FAA. Section 25 of the Act also requires that the Corporation disclose projected investments, borrowings and the amount of subsidies to be paid to subsidiary companies and NDC projects.

The legislated objectives of the Corporation, as stipulated in Section 3 of the Act, are as follows:

"(a) to incorporate, establish and carry on the business of companies and to develop, establish, operate, manage and carry on the business of projects, direct/y or indirect/y, within the Corporation in order to:

- (i) create employment and income for residents of the Territory, primarily in small communities;*
- (ii) Stimulate growth of businesses in the Territory; and,*
- (iii) Promote economic diversification and stability.*

(b) to invest in business enterprises in order to:

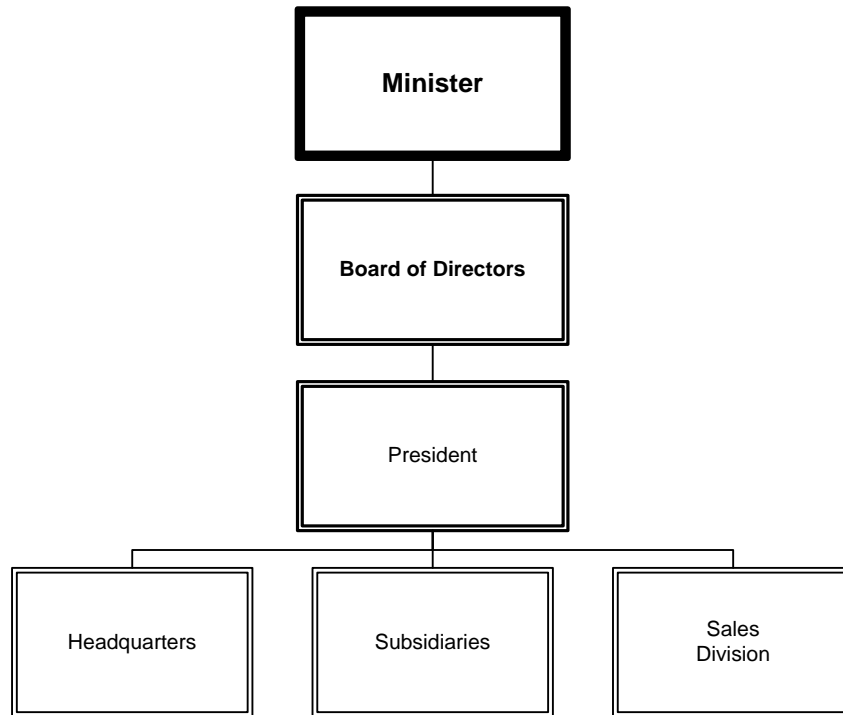
- (i) stimulate growth of businesses in the Territories; and,*
- (ii) promote economic diversification and stability; and,*

(c) Promote the economic objectives of the Government of Nunavut."

Mission

To make responsible investments in target Nunavut economic sectors that help create employment and income opportunities, stimulate the growth of business and promote economic diversification and stability with an emphasis on investing in Nunavut's smaller communities.

Accounting Structure



Inuit Employment Plan

Executive - President & CEO

Kyle Tattuinee (Nunavut Inuk)
Kyle@ndcorp.nu.ca

Middle Management - Finance Officer

Brenda Tagalik (Nunavut Inuk)
btagalik@ndcorp.nu.ca

Middle Management - Business Advisor (Processing & Harvesting)

Miki Mcleod (Nunavut Inuk)
miki@ndcorp.nu.ca

Middle Management - Business Advisor (Cultural Industries)

Goretti Kakuktinniq (Nunavut Inuk)
goretti@ndcorp.nu.ca

Professional - CFO

Balaji Ramamani, CF(Can); CPA, FCMA, FIPA(Aus.); CIA, CMA, CRMA, CGAP, CFSA(USA); FCA, FCMA(In); FAIA, MCSI(UK); MBA(Ind)
balaji@ndcorp.nu.ca

Capacity

Of NDC's five headquarter positions, four are Nunavut Inuit while three are permanently filled by Nunavut Inuit.

NDC supports long-term training and development for Inuit staff through participation in individualized training opportunities such as GN-wide employee development programs such as the *Hivuliqtikhanut* Program and occupational-specific professional development, including enrollment in professional associations and participation in targeted conferences and seminars.

Inuit Employment Plan

- NDC now is consistently targeting a minimum of 80% for staffing of its five permanent headquarter positions.
- A strong Inuit workforce is good business and NDC will endeavor to continue to increase its Inuit employment. Filling positions with qualified Inuit staff is essential.
- NDC will work with its board of directors and meet with the Minister responsible for the Corporation to discuss approaches that would lead to elevated levels of Inuit employment through structured succession planning and mentoring of Inuit staff into the remaining key senior management position of the Chief Financial Officer.

Katujjiluta

Innusivut represents Nunavummiut working together to create jobs in our communities, and to grow our Nunavut and Inuit businesses. Using a mix of equity financing tools, we work to advance meaningful development of our economy by investing in local business and helping them grow. NDC emphasizes investments and projects that will benefit our smaller communities.

Through Pivaallirutivut, we are actively invested in companies that support Nunavut's commercial arctic char and turbot fisheries. We invest in companies operating in Nunavut's tourism and cultural industries sector. NDC's investments in businesses operating in Nunavut's traditional food processing sector support many hunters and fishers while also producing country food for our households and territorial institutions. Investing in businesses that bring new services and technologies to the territory help bring a measure of economic diversification to the Nunavut economy and foster additional investment and employment opportunities.

We work in partnership with other territorial investment agencies and strive to deliver our economic programming in accordance with the legislation, regulation and policy framework that govern our corporation.

In addition to working with territorial investment agencies, we look forward to continuing our relations with the Inuit Organizations (Nunavut Tunngavik Incorporated & the 3 Regional Inuit Organizations) to better improve the livelihood of all Inuit in Nunavut. NDC is looking forward to the potential projects that may arise in the future and is looking forward to a long-term partnership with NTI, especially in the housing sector.

Operations

The Corporation is currently invested in eight Nunavut subsidiary companies spread throughout the Kitikmeot, Kivalliq and Qikiqtani Regions operating primarily in Nunavut's cultural industries, fisheries, harvesting and tourism sectors. The Corporation also operates a southern Inuit art marketing division. NDC manages a Venture Equity fund that prioritizes equity investments in qualifying Inuit and Nunavut businesses operating in the priority economic sectors with an emphasis on placing investments that support Nunavut's smaller communities.

Critical Issues and Challenges

- *High Energy Costs*

The cost of business overhead expenses in Nunavut is extreme. Over the past couple years, we have noticed an ever-increasing price in fuel, translating into greater operating costs for NDC and its subsidiary companies. These costs are then passed on to the consumer, making products more expensive. NDC prioritizes capital investments at its facilities to support enhanced energy consumption and efficiencies in an effort to help keep energy costs in check.

- *Aging Infrastructure*

NDC's subsidiary companies are operating in facilities in excess of thirty years old. In order to remain safe, compliant and in a state of good repair, the structures require increasing and ongoing investment to address a variety of issues ranging from basic wear and tear to more complex and costly structural upgrades and geotechnical assessments.
- *Sustainability of Nunavut's Caribou Herds*

Each winter Kivalliq Arctic Foods in Rankin Inlet operates a commercial caribou harvest; annually the company anticipates purchasing up to 800 animals harvested by hunters from Arviat, Whale Cove, Rankin Inlet, Chesterfield Inlet and Baker Lake. The winter harvest creates work for both plant workers and harvesters at a time of year when employment opportunities are limited. The caribou are processed and sold throughout Nunavut to households, agencies and commercial establishments. Commercial caribou harvesting in the Kivalliq is limited; to do so we work with the Kangiqliniq HTO and regional HTO's for an approved amount we can safely purchase. The regulated harvesting of Kivalliq caribou has come under significant scrutiny; there is significant concern about the long-term sustainability of the herds. Working with the regional HTOs should help maintain stability. Any regulatory framework that could limit or restrict KAF's ability to acquire caribou for processing in the winter months would have an adverse near-term financial impact on the organization, but lack of limits could have a devastating long-term impact.
- *Reduced Transarctic Airline Capacity*

Service reductions to Nunavut's transarctic airline network is of significant concern. NDC draws in fish and other Nunavut produced goods from communities located in each of Nunavut's three regions. An efficient east/west transarctic cargo network offering both necessary cargo capacity and competitive freight rates is essential to the ongoing growth of Nunavut's inter-settlement trade economy. Reductions in transarctic air services have hindered economic growth in this essential area of the Nunavut economy.
- *Territorial Investment Programming*

More structured coordination between the Nunavut's investment agencies and departments is necessary to help ensure limited public investment dollars are strategically placed and tracked in a way that most effectively achieves key objectives such as job creation, balanced economic growth and support for business.
- *High Shipping Costs*

The higher cost of moving goods, whether north bound or south bound, continues to be a critical issue and barrier to economic growth, particularly now without competition. The cost of shipping can often exceed the cost of the actual commodity itself.

Objectives & Strategic Approaches

- 1. Subsidiary Companies** - NDC holds varying equity interests in the subsidiary companies ranging from 51% to 100% of the common voting shares. NDC makes capital investments and provides operating subsidies to subsidiary companies in accordance with its; Corporate Plan, Main Estimates and Investment Policies and Guidelines under Section 16 of the *Nunavut Development Corporation Act* - Capital Fund, Subsidy Fund and Capital Reserve Fund. The subsidiary companies generate a variety of employment and income earning opportunities for Nunavummiut in sectors such as cultural industries, fishing, harvesting and food processing. NDC prioritizes the sale of finished goods such as country food produced at its subsidiaries back into Nunavut and other northern markets. The proximity to these markets can help reduce shipping costs and increase interest among consumers in Nunavut.
- 2. Sales Division** - NDC's Sales Division offers a marketing service to Nunavut artists and businesses operating in Nunavut's cultural industries sector. This segment continues to evolve with numerous sector forces driving ongoing change. NDC's Toronto based Sales Division operates on the frontline of this sector and represents an essential marketing conduit for a diverse array of Nunavut artists and producers. Whether in Canada, the US or Europe, their clientele rely on the Sales Division to effectively meet their Nunavut product requirements with a current and fresh selection of quality art and crafts goods produced by Nunavut artists. On the supply side, the Sales Division maintains important partnerships with NDC subsidiary companies, Nunavut based business enterprises and individual artists to meet its ongoing supply requirements. The Division also maintains important partnerships with organizations such as the Winnipeg Art Gallery and Craft Ontario.
- 3. New Investments** - NDC continues to seek out new investments and projects that help support the growth of business in Nunavut. We will also look to invest in those business enterprises that create employment and income earning opportunities for Nunavummiut and emphasize investments that support the economies of our smaller communities. NDC continues to prioritize investments in projects and business enterprises in the key Nunavut economic sectors of cultural industries, fisheries, harvesting, tourism and investments related to Nunavut's rapidly expanding mining sector, as well as the need for housing infrastructure.

Capital Fund, Subsidy Fund, Capital Reserve Fund - Section 16 of the *Nunavut Development Corporation Act* establishes the Capital Fund, Subsidy Fund and the Capital Reserve Fund. This Section along with NDC's Corporate Plan, Main Estimates and Investment Policies and Guidelines govern and allow for the incorporation, establishment and management of new subsidiary companies and projects primarily in Nunavut's smaller communities.

Venture Investment Fund, Venture Reserve Fund - Section 17 of the *Nunavut Development Corporation Act* establishes the Venture Investment Fund and Venture Reserve Fund. This Section along with NDC Corporate Plan, Main Estimates and

Investment Policies and Guidelines govern and allow for new equity investments in Nunavut or Inuit owned business enterprises where the Corporation does not hold a controlling equity interest.

Along with helping to create employment and income earning opportunities, an NDC equity investment can also help grow and expand a Nunavut business enterprise providing for a measure of economic diversification. An NDC equity investment also helps a business enterprise lever additional business financing such as loans, grants and other types of government contributions. NDC works closely with the Department of Economic Development and Transportation and the Nunavut Business Credit Corporation in an effort to help build efficiencies and bring value to Nunavut clients.

4. Headquarters - NDC's Headquarter office located in Rankin Inlet consists of five essential staff members. These five staff members provide a variety of business supports and corporate services throughout the organization, including ongoing operational support, strategic planning, budgeting, production planning, financial monitoring, human resource support, board support, corporate filings, project management and legal support to the subsidiary companies and sales division. For new investment proposals, HQ undertakes reviews of investment and project proposals, liaises with other Nunavut funding agencies, prepares requests for decisions, drafts shareholders agreements and subscription agreements as well as provides ongoing investment follow-up. Corporately, HQ staff prepares the corporate plan, main estimates, the consolidated financial statements, and the annual report.

5. Transparency & Accountability - NDC places a high value on financial reporting. NDC takes seriously the trust imposed upon the organization through the Nunavut Government's appropriation of public funds to support the Corporation's objectives. The Board of Directors of the Corporation operate in accordance with Section 4 of the Act. The Corporation has an Executive Committee that operates in accordance with Section 20 of the Act. The full NDC board meets three times a year while the Executive Committee meets more frequently. Section 99 of the FAA establishes the Auditor General as the auditor for the Corporation while Section 100 of the FAA requires the Corporation to submit an annual report to the Minister of Economic Development and Transportation for tabling in the Legislative Assembly. NDC remains committed to effective and efficient financial reporting and the transparent and accountable use of public funds.

NDC's Subsidiary Companies

Subsection 16(2) of the Act enables the Corporation to make capital investments in subsidiary companies controlled by the Corporation. Subsection 16(4) of the Act enables the Corporation to pay annual operating subsidies to its subsidiary companies up to the prescribed maximums or as approved by the Government of Nunavut Financial Management Board. Presently the Corporation has eight subsidiary companies located in seven Nunavut communities:

Ivalu - Rankin Inlet

Ivalu carries an extensive inventory of Nunavut produced arts and crafts for both its retail and wholesale operations. Along with produced goods from partner companies such as Uqqurmiut Arts and Crafts, Jessie Oonark Center, Kiluk and Taluq Designs, Ivalu carries a wide selection of books, music, collectables, sculpture, clothing and jewelry from independent producers all across Nunavut and Inuit in Southern Canada. The company will continue to seek out new Nunavut producers to promote both their work and to enhance and expand Ivalu's product offering. Ivalu will also continue working to develop its Northern wholesaling arm from its Rankin Inlet location, offering northern business enterprises a unique opportunity to purchase a wide variety of art and craft items from all corners of Nunavut at wholesale pricing for eventual retail in their businesses and communities. Ivalu will also continue to run its Ivalu online retail store. In addition to the arts and crafts, Ivalu now provides Qiniq an Internet service provider through SSi Micro for the customers of Rankin Inlet, helping offset operational costs.

Jessie Oonark-Baker Lake

Jessie Oonark (JOL) will continue to incorporate a micro-leasing approach to assist in offsetting the company's high operating costs while providing commercial space for small local businesses or agencies to operate. Working closely with Ivalu and other partner companies JOL will continue to build upon its retail gift shop for residents and tourists alike who visit Baker Lake throughout the year. As well, this company also regularly provides industrial garment repair services to Agnico Eagle Mines along with providing tailoring, embroidery and clothing repair services to local residents. JOL provides important goods and services to its partner companies and business enterprises across Nunavut, from local art and jewelry to screening printing and embroidery services.

Kiluk - Arviat

Kiluk seamstresses will design and produce the company's well-known sealskin product line incorporating its digital embroidery capacity. They will also incorporate other mediums such as beaver, raccoon and arctic fox into their production planning to help keep their product line fresh. Kiluk will continue its production partnership with the Maplelea Doll Company producing accessories for the popular Sila Doll. All of Kiluk's products are produced on site in Arviat by local seamstresses; nothing is outsourced. Kiluk is a popular stop for visitors and locals alike and their sewn goods are recognized across the north. Kiluk will continue to carry Nunavut produced goods from Uqqurmiut Arts and Crafts, Taluq Designs and the Jessie Oonark Center along with locally produced arts and crafts. The company also offers tailoring and

repair services to residents of Arviat.

Kitikmeot Foods - Cambridge Bay

Kitikmeot Foods Ltd (KFL) will continue to work with local fishermen and the Ekaluktutiak HTO to harvest char from commercial water bodies in and around the community of Cambridge Bay. KFL will also continue to work in conjunction with the Ekaluktutiak HTO in an effort to revive the annual winter muskox harvest. The company maintains many important sales and distribution partnerships: locally within Nunavut and also with adjacent jurisdictions such as the NWT and points beyond. KFL also maintains a unique sales partnership with San Francisco based "Cleanfish" who distributes "Truly Wild" arctic char to key US markets. KFL maintains a strong local sales base in Cambridge Bay. The company is Nutrition North Canada registered. KFL will continue supporting regional social agencies and community organizations to assist in addressing food security by donating country food to these groups and will collaborate with the Department of Fisheries and Oceans in supporting fisheries research in lakes and rivers in the Cambridge Bay area.

Kivalliq Arctic Foods - Rankin Inlet

Kivalliq Arctic Foods (KAF) will continue to work with fishermen, communities and HTOs to purchase char harvested from Nunavut commercial water bodies. KAF will, in conjunction with its partner the Issatik HTO, manage the operations of the Papiruaq Fisheries fish plant in Whale Cove, supporting both a summer char harvest and a fall beluga harvest. KAF purchases caribou and muskox from hunters throughout the Kivalliq during the winter months for processing at the plant and sale back to Nunavummiut. The company is Nutrition North Canada registered. KAF has built strong relationships with individual Nunavut customers and commercial clients. KAF will also work to support regional social agencies and community organizations to assist in addressing food insecurity by donating country food to these groups.

Papiruaq Fisheries - Whale Cove

The Papiruaq Fisheries fish plant will continue to operate seasonally supporting local harvesting initiatives. With the support of the Issatik HTO, Papiruaq Fisheries will also purchase maktaaq from local hunters. The plant utilizes local labour and is operated in partnership with Kivalliq Arctic Foods and the Issatik HTO.

Taluq Designs -Taloyoak

Taluq Designs will continue to produce its well-known slipper and mitt products. The company will also continue to support the local economy by having seamstresses produce from home its line of Inuit themed packing dolls including the well-known packing bear. Taluq is a popular stop for locals and visitors alike; they will continue to stock their gift shop with Nunavut produced goods from Uqqurmiut Arts and Crafts, the Jessie Oonark Center and Kiluk along with carrying a selection of locally produced arts and crafts for resale. The company also occasionally visits Kugarruk to purchase art and craft items from the community.

Uqqurmiut Arts & Crafts - Pangnirtung

Pangnirtung has some of the most prolific jewelry producers in Nunavut. Uqqurmiut Arts and Crafts (UAC) will continue to advance this local skill set through increased purchases from local jewelry producers for resale across Nunavut and beyond. The company operates the internationally renowned Pangnirtung Tapestry Studio that produces iconic product lines such as Pang hats, scarves, blankets and mitts. The studio also seeks out opportunities for custom tapestry production for corporate clients and public organizations. The well-known craft shop, popular with visitors and local residents, offers sculpture, woven goods, Inuit prints along with other Nunavut produced goods from Kiluk, the Jessie Oonark Center and Taluq Designs. UAC's partnership with Canada Post, to operate the local postal outlet, and the company's long-standing service partnership with Qiniq are important local services offered through UAC that both benefit the community and generate additional revenues for the Centre. UAC is also a partner of RBC providing banking service through the establishment of agency bank at the company. Along with offering enhanced banking opportunities for Pangnirtung residents the agency bank will also generate additional revenue for the company that can be directed toward its ongoing arts programming. The additional revenues also help offset the high operating costs associated with running this stunning facility. Following up on the successful release of last year's print collection, UAC is again planning to produce and release a print collection this coming year.

Measures of Success

Efficiency, Economy and Effectiveness

Financial Reporting	2026-27	2025-26	2024-25	2023-24
Date of board approval - audited financial statements	Jul 15	Jul 16	Jul 17	Jul 18
Compliant - Sec100 FAA Submission of Annual Report	N/A	N/A	N/A	N/A
Audit Qualifications	N/A	N/A	N/A	N/A

* Identifies forecasted estimate

Employment created or maintained	*2026-27 Forecast	*2025-26 Forecast	2024-25 Actual	2023-24 Actual
Ivalu	9.00	9.00	9.00	9.00
Jessie Oonark	6.00	6.00	6.00	6.00
Kiluk	5.00	5.00	5.00	5.00
Kitikmeot Foods	10.00	10.00	10.00	10.00
Kivalliq Arctic Foods	25.00	25.00	25.00	25.00
Taluq Designs	2.00	2.00	2.00	2.00
Uqqurmiut Arts & Crafts	13.00	13.00	13.00	13.00
Venture Investments	75.00	75.00	75.00	75.00
Projects - WAG	5.00	5.00	5.00	5.00
NDC	10.00	10.00	10.00	10.00
Total	160.00	160.00	160.00	160.00

* Identifies forecasted estimate

Diversifying Investments	*2026-27 (\$000)	*2025-26 (\$000)	2024-25 (\$000)	2023-24 (\$000)
New Venture Investments	500	500	500	4,000

* Identifies forecasted estimate

Government Funding	*2026-27 (\$000)	*2025-26 (\$000)	2024-25 (\$000)	2023-24 (\$000)
Government of Nunavut	3,358	3,358	3,358	3,358

* Identifies forecasted estimate

Financial Performance	*2026-27 (\$000)	*2025-26 (\$000)	2024-25 (\$000)	2023-24 (\$000)
Total Revenues	3,200	3,150	3,100	3,000
Profit (loss)	700	650	600	500

* Identifies forecasted estimate

Investment Fund Summary

Subsection 16(1) of the Act requires the Corporation to establish a Subsidy Fund, a Capital Fund and Capital Reserve Fund. Subsection 17(1) further requires the Corporation to establish a Venture Investment Fund and a Venture Reserve Fund. The Corporation also maintains a General Operating fund.

Prescribed Maximum

The Prescribed Maximum is the maximum amount payable each year from the Subsidy Fund, Capital Fund, Capital Reserve Fund, Venture Investment Fund and/or Venture Reserve Fund for each job created or maintained in a subsidiary, project or business enterprise.

Subsidy Fund

The Subsidy Fund allows the Corporation to pay an operating subsidy to a subsidiary for each job directly or indirectly created or maintained up to a prescribed maximum or for a greater amount with the approval of the Financial Management Board.

Subsidiary Company	Subsidiary Forecasted Employment 2024-25	Prescribed Maximum at \$37,997 / job	Operating Subsidy Budgets 2024-25	Within Prescribed Maximum
Ivalu	9.00	341,973	-	Yes
Jessie Oonark	6.00	227,982	165,000	Yes
Kiluk	5.00	189,985	140,000	Yes
Kitikmeot Foods	10.00	379,970	330,000	Yes
Kivalliq Arctic Foods	25.00	949,925	260,000	Yes
Taluq Designs	2.00	75,994	70,000	Yes
Uqqurmiut Arts & Crafts	13.00	493,961	238,000	Yes

Capital Fund

The Capital Fund allows the Corporation to pay a capital subsidy to a subsidiary for each job directly or indirectly created or maintained up to a prescribed maximum or for a greater amount with the approval of the Financial Management Board.

Subsidiary Company	Subsidiary Forecasted Employment 2024-25	Prescribed Maximum at \$37,997 / job	Capital Subsidy Budgets 2024-25	Within Prescribed Maximum
Ivalu	9.00	341,973	-	N/A
Jessie Oonark	6.00	227,982	10,000	Yes
Kiluk	5.00	189,985	10,000	Yes
Kitikmeot Foods	10.00	379,970	95,000	Yes
Kivalliq Arctic Foods	25.00	949,925	30,000	Yes
Taluq Designs	2.00	75,994	-	N/A
Uqqurmiut Arts & Crafts	13.00	493,961	416,500	Yes

Capital Reserve Fund

Ten percent of the sum paid from the Capital Fund is to be directed to the Capital Reserve fund. The Capital Reserve fund can be used to make additional investments or can be used as short-term financing to provide a subsidiary with sufficient sums to carry on its business, up to a prescribed maximum or in an amount greater with the approval of the Financial Management Board.

Venture Investment Fund

Allows the Corporation to purchase shares or otherwise invest in a business enterprise up to a prescribed maximum or in an amount greater with the approval of the Financial Management Board.

Venture Reserve Fund

Ten percent of the sum paid from the Venture Investment Fund is to be directed to the Venture Reserve Fund. The Venture Reserve Fund can be used to make additional investments in a business enterprise in which it has invested in return for shares or a larger proportion of ownership in the business enterprise or as short-term or long-term financing in an amount up the prescribed maximum or in an amount greater with the approval of the Financial Management Board.

General Operating Fund

This fund allows the Corporation to fund its Headquarter and Sales Division operating activities. The Corporation identifies its General Operating Fund requirements annually in the corporate plan.

Source and Use of Funding

Three-Year Forecast (\$000)

	Budget 2026/27	Budget 2025/26	Budget 2024/25	Total
Opening Balance	0	0	0	0
Sources of Cash				
GN Contribution	3,358	3,358	3,358	10,074
Uses of Cash				
Ivalu				
Jessie Oonark	165	165	165	495
Kiluk	140	140	140	420
Kitikmeot Foods	330	330	330	990
Kivalliq Arctic Foods	260	260	260	780
Taluq	70	70	70	210
Uqqurmiut Arts & Crafts	238	238	238	714
Subsidiary Operations	1,203	1,203	1,203	3,609
Headquarters	1,455	1,455	1,455	4,365
Sales Division	200	200	200	600
Total Operational Use of Funds	2,858	2,858	2,858	8,574
Capital Expenditures	230	230	230	690
Venture Equity	270	270	270	810
Total Use of Cash	3,358	3,358	3,358	10,074
Closing Balance	0	0	0	0

Main Estimates

Operating Budget

	Operating Budget 2026/27	Operating Budget 2025/26	Operating Budget 2024/25	Revised Operating Budget 2023/24	Operating Budget 2022/23	Actual Expenditures 2022/23
Compensation & Ben.	1,192,000	1,142,000	1,092,000	1,072,000	1,050,000	919,921
Grant & Contributions	1,403,000	1,403,000	1,403,000	1,403,000	1,403,000	1,264,758
Travel & Transport	125,000	160,000	195,000	195,000	195,000	139,320
Materials & Supplies	21,000	21,000	21,000	21,000	20,000	17,205
Purchased Services	49,000	49,000	49,000	49,000	64,000	(13,951)
Utilities	34,000	34,000	34,000	34,000	33,000	32,582
Contract Services	21,000	36,000	51,000	71,000	80,000	39,163
Fees & Payments	3,000	3,000	3,000	3,000	3,000	3,048
Other Exp./(Income)	10,000	10,000	10,000	10,000	10,000	(293,997)
Total O&M	2,858,000	2,858,000	2,858,000	2,858,000	2,858,000	2,108,049
Capital Expenditures	230,000	230,000	230,000	230,000	230,000	92,896
Venture Equity	270,000	270,000	270,000	270,000	270,000	270,000
Total Expenditures	3,358,000	3,358,000	3,358,000	3,358,000	3,358,000	2,470,945

Priority Items 2023-24

1. Venture Investment Fund

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, the Corporation seek out and receive investment proposals to the Venture Investment Fund. The Board of Directors must approve any new investment from the Fund.
- Investment from the Fund must be of an equity orientated non-controlling nature. NDC targets new investments of \$500,000 annually. NDC continues to prioritize Inuit and Nunavut businesses operating in our arts, harvesting and tourism sectors.
- NDC will also emphasize investments that support employment and income earning opportunities, the growth of business and the diversification of our Territorial economy with an emphasis on making investments in Nunavut's smaller communities.
- Investments from the Fund are redeemable and carry an annual dividend rate, the terms of which are outlined in a Unanimous Shareholders Agreement. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.

Status: The potential equity investment of \$4,000,000 is pending for Sakku Innovation Building Solutions. This is a first major potential investment made by NDC in several years.

Partially accomplished

2. Capital Fund & Subsidy Fund

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, NDC will seek out and assess opportunities for investment in new projects and subsidiary companies with an emphasis on investments that benefit Nunavut's smaller communities.
- Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions paid to the subsidiary or project.
- Annually NDC targets \$1.4 million in payments from the Capital and Subsidy Fund. The Board of Directors must approve any investment from the Capital Fund and Subsidy Fund. The Minister must approve any investment that leads to the establishment of a subsidiary company.
- New investments from the Capital and Subsidy Funds will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents, stimulate the growth of business and the diversification of our Territorial economy.

- Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.

Status: Operational subsidies are transferred to each subsidiary company monthly totaling \$1,203,000.00. Capital expenditure tends to occur later in the year, between the 7 subsidiary companies and NDC HQ a total of \$230,000.00 is distributed.

Accomplished

3. Cultural Industries

- NDC will seek out opportunities for new projects and investments in our cultural industries sector that will lead to enhanced employment and income earning opportunities for Nunavut artists and support for Nunavut businesses enterprises operating in our cultural industry sectors.
- NDC will invest in its partner subsidiaries Uqqurmiut Arts and Crafts (Pangnirtung), Taluq (Taloyoak), Kiluk (Arviat) and Jessie Oonark (Baker Lake) to support local producers in the community and regions where the companies are located.
- Ivalu, the Sales Division along with other NDC subsidiary companies will collectively invest \$1.5 million in inventory and promote such locally, across the north and internationally.
- NDC will do up an application-based grants for the cultural industries to help support Inuit artist to be able to get the tools and or machinery they need to produce income earning opportunities to support the arts economy.
- NDC will look into doing online sales for the Subsidiary companies to display the artwork that is available for purchase. This could be a unique and altering how business is carried out in Nunavut.

Status: NDC carried out income earning opportunities for artists throughout the territory, bringing them to “Crafted” a tradeshow at the Winnipeg Art Gallery. Kivalliq Inuit Association has also reached out to NDC to promote sales at the Visitors Centre in Chesterfield Inlet and perform workshops for the community members. Baker Lake will learn the art of Qiviut a much-needed workshop on how to make yarn from muskox.

Partially accomplished

4. Harvesting / Fisheries

- NDC will seek out opportunities for new projects and investments in our commercial fishery and harvesting sectors that will lead to enhanced employment and income earning opportunities for Nunavut hunters, fishermen and processing plant workers as well as support for Nunavut business enterprises operating in these sectors.
- NDC will communicate with Nunavut based offshore fishing enterprises and use

the Venture Investment Fund to support sector investment for initiatives such as new vessel acquisition.

- NDC will invest in Kitikmeot Foods (Cambridge Bay) and Kivalliq Arctic Foods (Rankin Inlet) to support territorial harvesting and processing initiatives for commercial char, turbot, muskox, maktaaq and caribou with finished product destined for Nunavut households along with other territorial commercial and institutional clients.
- Papiruaq Fisheries (Whale Cove) will work in close coordination with Kivalliq Arctic Foods on summer fishery initiatives. Kitikmeot Foods and Kivalliq Arctic Foods will also pursue winter fishery initiatives with fishermen from other Nunavut communities such as Qikiqtarjuaq.
- Both Kitikmeot Foods and Kivalliq Arctic Foods will be licensed federal processors of arctic char and territorial processors of caribou, muskox and maktaaq. Both will utilize the services of food safety specialists and actively manage their respective food safety framework.
- NDC will work with the Hamlet of Chesterfield Inlet to look into the Iqalukpik fish plant to possibly create a subsidiary of Kivalliq Arctic Foods such as the one in Whale Cove. Having another fish processing plant can help KAF in getting summer fishery as well as employing Inuit to operate the plant and purchase arctic char from local fisher people.

Status: Qikiqtaaluk Corporation has reached out to NDC for a potential investment in Marine research vessel they want to acquire. Also, the NDC board has made it clear that a processing facility possibility be looked at. QC is currently doing a feasibility study, once that is completed, they will share their information with NDC on a potential subsidiary company to be created in the Baffin Region.

Partially accomplished

5. Tourism

- NDC will seek out opportunities for new projects and investments such as Outfitters in our Tourism Sector that will lead to enhanced employment and income earning opportunities for sector participants and support for Nunavut businesses enterprises operating in this important sector.
- NDC will also look into creating an application-based grant to support Inuit outfitters to help offset the high costs of both airline and fuel costs for their respective hunters. This will be a big help to the outfitters to ensure they are successful and continue the promotion of big wild game in Nunavut. It will also relieve the high costs of owning and running an outfitting business.
- The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&B's, restaurants and local tour operators. Such investment helps create employment and income earning opportunities in small communities where opportunities are few while also supporting an influx of new investment capital.

Status: This work is currently in progress and will continue.

Deferred to future

6. Nunavut Housing Initiative

- NDC working with Inuit Organizations (Nunavut Tunngavik Incorporated) and the 3 regional Inuit Organizations along with other Crown Corporations such as NBCC and Federal Stakeholders to come up with a plan to support a housing Initiative for Inuit in Nunavut. NDC can play a key role to help with the housing shortage in Nunavut.
- Working with Inuit Organizations to help better the lives of Inuit in Nunavut by supporting them with infrastructure needs such as the KHFL (Kivalliq Hydro Fiber Link), Wind or Solar Initiatives. NDC would like to be actively involved in projects where it can help.

Status: This work is currently in progress. NDC is committed to working with Inuit Organizations along with other territorial corporations on this initiative.

Partially accomplished

Priority Items 2024-25

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6. Nunavut Housing Initiative

- NDC working with Inuit Organizations (Nunavut Tunngavik Incorporated) and the 3 regional Inuit Organizations along with other Crown Corporations such as NBCC and

Federal Stakeholders to come up with a plan to support a housing Initiative for Inuit in Nunavut. NDC can play a key role to help with the housing shortage in Nunavut. NDC is potentially investing in one of the regional business arms to start such projects.

- Working with Inuit Organizations to help better the lives of Inuit in Nunavut by supporting them with infrastructure needs such as the Kivalliq Hydro Fiber Link, Wind or Solar Initiatives. NDC would like to be actively involved in projects where it can help.

DISTRIBUTION OF OPERATIONS AND MAINTENANCE BUDGET

	Headquarters	Qikiqtaaluk	Kivalliq	Kitikmeot	Total
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Compensation and Benefits	1,092				1,092
Grants and Contributions	200	238	565	400	1,403
Travel and Transportation	195				195
Materials and Supplies	21				21
Purchased Services	49				49
Utilities	34				34
Contract Services	51				51
Fees and Payments	3				3
Other Expenses	10				10
TOTAL OPERATIONS AND MAINTENANCE	1,655	238	565	400	2,858





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Qulliq Energy Corporation
Société d'énergie Qulliq
Qulliq Alruyaktuqtunik Ikumatjutiit

Corporate Plan 2024-2026

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1.0 Introduction

Qulliq Energy Corporation (QEC) is a Government of Nunavut (GN) territorial corporation. Historically, the Northern Canada Power Commission (NCPC) was responsible for supplying power to the territory from 1949 to 1988. Operations were then transferred to Northwest Territories Power Corporation (NTPC). In 1999, Nunavut established its own locally managed utility, and on April 1, 2001, Nunavut Power Corporation (NPC) came into being under the *Nunavut Power Corporation Act*. NPC was subsequently renamed Qulliq Energy Corporation, and the *Nunavut Power Corporation Act* was renamed the *Qulliq Energy Corporation Act* (“*QEC Act*”) because of legislation passed in March 2003. This legislation also broadened the Corporation’s mandate to respond to a wider range of energy use and conservation issues within Nunavut. In 2018, the *QEC Act* was further amended, allowing the Corporation to purchase power in anticipation of launching customer-focused renewable energy generation programs.

Through the operation of 25 stand-alone diesel power plants with a total installed capacity of approximately 84,000 kilowatts, QEC is the sole provider of electricity to approximately 15,500 customers in the territory. The Corporation provides mechanical, electrical, and line maintenance services from three regional centers: Iqaluit, Rankin Inlet, and Cambridge Bay. QEC’s administrative activities are carried out at the Head Office in Baker Lake and the Corporate Office in Iqaluit.

The Minister responsible for QEC (Minister) appoints the Corporation’s Board of Directors to oversee QEC’s business activities. Since 2005, the responsible Minister has provided an annual Letter of Expectation to QEC to guide the Board of Directors in defining the priorities and desired outcomes of the Corporation while reinforcing the importance of QEC’s relationship with the GN. QEC’s Board of Directors is guided by the Inuit Societal Value *Aajiiqatigiinniq* (decision-making through discussion and consensus) regarding the strategic direction of the Corporation.

The Corporation attends to the overall objectives provided by legislation, including supporting the Minister on inter-governmental and regulatory issues, managing capital projects, and analyzing and promoting the use of alternative energy sources throughout the territory.

1.1 Vision

QEC’s vision is to provide the communities of Nunavut with a safe, reliable, sustainable, and economical energy supply and service. QEC’s foundation to achieve its vision is based on an empowered and accountable workforce representative of Nunavut’s population and reflective of Inuit Societal Values, Inuit Qaujimagatuqangit, and *Katujjiluta* the mandate of the sixth Legislative Assembly of the Government of Nunavut. QEC operates as an enterprise with transparency, accountability, and integrity.

1.2 Mission

QEC provides safe, reliable, and efficient electricity and plans long-term affordable energy for Nunavummiut.

1.3 Corporate Objectives

Section 5 of the *QEC Act* sets out the objectives of QEC; they are as follows:

- (a) to generate, transform, transmit, distribute, deliver, sell and supply the energy on a safe, economical, efficient, and reliable basis;
- (b) to plan and provide for Nunavut's long-term needs for affordable energy, taking into consideration Nunavut's desire to enhance energy self-reliance and conserving energy and energy resources;
- (c) to purchase, store, process, distribute, deliver, sell and supply petroleum products and other fuels;
- (d) to undertake programs to maximize the efficiency of fuel and other energy consumption and to provide advice and information to consumers to enable fuel and energy conservation;
- (e) subject to the *Utility Rates Review Council Act* to set rates and tariffs for energy and services supplied by the Corporation and its subsidiaries; and
- (f) to undertake any other activity directed or authorized by order of the Commissioner in the Executive Council.

QEC supports the following key priority areas of the Katujjiluta Mandate of the 6th Legislative Assembly:

- (a) Aging with Dignity in Nunavut
- (b) Enabling Health and Healing
- (c) Re-investing in Education
- (d) Diversifying our local economies

Aging with Dignity in Nunavut

Under the action item *'Encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living,'* QEC collaboratively administers two Subsidy Programs with the Government of Nunavut, the Department of Finance's Nunavut Electricity Subsidy Program and the Nunavut Housing Corporation's User Pay Program. QEC has begun to develop a program that serves Elders/ seniors for implementation in 2024/2025.

Enabling Health & Healing

Under the action item *'Re-invest in suicide prevention and postvention programs with our partners with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination,'* QEC contributes to the overall Priority in terms of respect in the workplace. This includes training on bullying, harassment, and discrimination.

Re-investing in Education

Under the action item *'Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year,'* QEC administers an active Summer Student Program intending to find qualified young people who will seek employment at QEC in the future.

Under the action item *‘Enhance indirect supports for post-secondary learners,’* QEC supports learning by paying for employee training and the acquisition of professional designations.

Under the action item *‘Prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable the development of Nunavut’s labor force and economy,’* QEC has five Inuit Employment initiatives.

Diversifying our Local Economies

Under the action item *‘Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction,’* QEC remains committed to developing the territory’s infrastructure base, a critical component of ensuring safe and reliable power for Nunavummiut. QEC endeavors to further the Corporation’s alternative energy initiatives in Nunavut through partnerships with federal, territorial, and municipal governments and Inuit organizations. This action item is in line with the QEC Act.

2.0 Environmental Scan

QEC operates within a broad spectrum of political, geographical, environmental, and economic conditions specific to the unique challenges of generating and distributing electricity in Nunavut.

2.1 Political

The GN and the Minister play a significant role in the Corporation’s activities. The GN is the Corporation’s sole shareholder, its largest customer, its largest supplier of fuel, its ultimate regulator, and the source of consumer subsidy programs. Two subsidies offered through the GN are the User Pay Program (also known as the Public Housing Power Support Program) and the Nunavut Electricity Subsidy Program (NESP).

Residential customers in public housing can access the User Pay Program. Eligible customers in the program are billed at a rate of 6.0/kWh for their power usage. QEC invoices the Nunavut Housing Corporation for the difference between the approved residential rate and the 6.0 cents/kWh for customers in this program.

The NESP is offered to other qualifying residential customers across the territory. The subsidy is based on 50% of the Iqaluit residential electricity rate. It is applied on the first 700 kWh consumed each month between April and September and on the first 1,000 kWh consumed each month between October and March. QEC applies the NESP subsidy directly to qualifying customers’ power bills and invoices the GN Department of Finance for the difference between the approved residential rate and the NESP subsidy. The Department of Finance directly administers the NESP for commercial customers with gross revenue of less than two million dollars.

QEC submits applications for rate changes to the Minister, who then seeks the advice of the Utility Rates Review Council (URRC). The URRC is an impartial advisory body whose role is to make rate

recommendations to the Minister. The Minister, with the Cabinet's approval, determines whether to approve the URRC's recommendation, approve QEC's request or provide a new option.

Capital projects with a total cost exceeding \$5 million are deemed major capital projects under the *QEC Act*. For major capital projects, the Corporation must submit a Major Project Permit application to the Minister and receive approval before undertaking any work. The responsible Minister may seek advice from the URRC before rendering a decision.

2.2 Rate Regulation Activity

QEC's electricity rates are based on the Corporation's revenue requirements: capital investments, fuel costs, and non-fuel costs such as operations and maintenance, travel, and wages. QEC uses the data from a revenue requirement forecast for the year in which a rate change is to take effect to prepare an application to the Minister responsible for QEC.

October 13, 2022, was a historical moment for Nunavut and QEC when the request for a territory-wide rate was approved. Nunavummiut now pay the same rate for electricity no matter what community they live in. This imperative decision was 20 years in the making and will have a lasting impact on customers.

QEC maintains a Fuel Stabilization Rate Fund (FSRF) to offset the price difference between the fuel price included in the current electricity rates and the actual fuel price paid by the Corporation. The FSRF is only used to offset fuel prices and cannot be used for capital or operations and maintenance initiatives.

If, at any time, the forecasts indicate the FSRF balance is expected to exceed the threshold of plus or minus \$1 million within six months, QEC must apply to the Minister for a fuel rider designed to recover or refund the balance. Customers under the User Pay Program are exempt from FSR riders.

For the period April 2023 to September 2023, the FSRF was forecast to exceed \$1 million; therefore, an FSRF rider application was submitted and approved at \$7.33 per kWh. QEC has submitted a Base Rate Amendment request for the period October 1, 2023, to March 31, 2024.

2.3 Environmental

QEC operates in some of the most difficult environmental locations and conditions of any utility in the world. Weather, distance, and darkness generate stress on employees, assets, and equipment. These factors present a challenge for operations and maintenance teams.

QEC endeavors to protect these environments locally, through strong environmental protection practices, and globally by reducing the use of diesel fuel for power generation. The Corporation's expectation to abide by *Avatittinnik Kamatsiarniq* (respect and care for the land, animals, and the environment) is reflected in its environmental protection measures. QEC abides by legislative and regulatory standards for the removal and remediation of environmental contamination. The Corporation has committed to implementing remedial measures when human health is at risk.

QEC is aware of 28 legacy contamination sites from the historical operations of the NCPC. QEC has determined through legal opinions that the Government of Canada is responsible for most of the legacy contamination on QEC sites based upon the principle of “polluter pays.” QEC is responsible for the ongoing monitoring, mitigation, and remediation of environmental liabilities on QEC lands.

2.4 Economic

QEC’s largest operations and maintenance expenses are for fuel, which is used to generate electricity for all customers in the territory. Diversification of the energy supply mix can alleviate dependency on imported fossil fuels and help address diesel-related environmental concerns. QEC has launched its suite of renewable energy initiatives to reduce diesel consumption. The cost of renewable energy remains tied, at least in part, to the price of diesel because QEC can only pay the avoided cost of diesel for renewable energy generation under the CIPP and IPP programs without increasing customer rates. QEC is looking for additional funding to pay a more attractive price to IPPs and CIPPs. This means that Nunavut will continue to pay diesel prices, or higher, for power regardless of its generation source.

QEC’s borrowing capacity of \$300 million is linked to the GN’s debt ceiling. QEC does not receive appropriations from the GN, instead receiving funds from the sale of electricity to customers. QEC relies on its status as a monopoly to effectively share the significant capital costs associated with energy generation in Nunavut. QEC’s customer base is too small to be able to fund large capital projects cost-effectively. Maintaining the entire customer base ensures that these high costs are shared by as many customers as possible so that each customer pays less for energy.

QEC’s small customer base and the high cost of its power generation projects limit its financial ability to pursue renewable energy studies and projects and initiate upgrades to its aging power systems. To augment these limited resources, QEC needs to foster investment partnerships with the territorial and federal government for renewable energy projects and to fund upgrades to the existing diesel infrastructure that will continue to serve as a backup power supply.

2.5 Geographic

QEC serves 25 communities, 24 of which are located north of 60°. There are no roads linking communities, and there is no shared transmission grid. Nunavut is unique in that it spans three time zones and covers nearly 2 million square kilometres of land mass. Supplies and fuel arrive either by ship during the limited Arctic shipping season or by air when necessary.

2.6 Load Growth

QEC fosters the Inuit Societal Value of *Pijitsirniq* (serving and providing for family and/or communities) to ensure the Corporation provides safe and reliable power to Nunavummiut. Across Nunavut, federal and GN departments, agencies, and municipalities have mobilized to provide improved infrastructure to Nunavummiut. QEC thus operates at a time when load growth or electricity demand in each of Nunavut’s regions is forecasted to increase. The Corporation is working diligently to keep up with the growing electricity demand across the territory.

The GN's Capital Plan to upgrade, expand or replace infrastructure in communities is one driver to increase electricity demand. QEC relies upon its relationship with the GN Department of Community and Government Services to gather information on the major projects scheduled over the coming years. In addition to territorial and federal government-driven projects, newly built houses and private enterprise initiatives are adding to the electricity demand in each community.

The recent announcement of Nunavut 3000, a housing partnership agreement between the GN, NCC Development Ltd., and Nunavut Housing Corporation, where up to 3,000 houses are expected to be constructed across the territory between 2023 and 2030, will impact load growth in the affected communities. It is imperative for QEC to be involved in the initial planning stages to manage growth and capacity for each of the communities.

2.7 Power Plant Replacements

A power plant is typically designed to function for 40 to 50 years. The Corporation owns and operates 25 diesel power plants across Nunavut, 10 operating beyond their intended life span. QEC undertakes capital projects to replace aging critical infrastructure needed to provide safe and reliable power to Nunavummiut.

Through QEC's capital program, the Corporation can rebuild power plants and perform major capital overhauls to aging infrastructure and equipment at the end of its lifecycle. QEC has prioritized power plant and generator set replacements in its capital plan, meeting environmental and regulatory requirements to address safety concerns.

Through the Government of Canada's Arctic Energy Fund (AEF), QEC has replaced generators as follows: Rankin Inlet (2020), Coral Harbour (2020), Chesterfield Inlet (2020), 2 in Pond Inlet (2021, 2022), Whale Cove (2022), and Clyde River (2022). A second generator replacement is in progress in Clyde River, and Iqaluit will also have a generator replaced in the next year. These projects are cost-shared 75:25 by AEF and QEC, respectively.

2.8 Alternative Energy

QEC fosters the Inuit Societal Value of *Qanuqtuurniq* (being innovative and resourceful) regarding establishing alternative energy initiatives.

Currently, all electricity generated by QEC relies on imported fossil fuel. Nonetheless, the Corporation continuously seeks ways to move toward a cleaner energy future by diversifying the territory's energy supply mix. QEC recognizes and supports the Government of Nunavut's commitment to the *Pan-Canadian Framework on Clean Growth and Climate Change* and is actively engaged in securing funding to reduce reliance on diesel fuel and decrease emissions through the integration of alternative energy technology and the use of more energy-efficient electricity generation systems.

QEC is working to reduce its reliance on diesel through the launch of its third-party power generation programs. In 2018, QEC launched its Net Metering Program (NMP). Net Metering allows

residential customers and two hamlet accounts per community to generate their own electricity supply using renewable sources and send the surplus electricity they produce to the electrical grid in exchange for an energy credit. This program was the first step for QEC in connecting renewable energy to its grid; a process that continues with the development of larger power producer programs. As of September 2023, 30 NMP applications were approved. The NMP policy was updated in August 2023 to increase individual customer renewable energy generation capacity limit from 10kW to 15kW and expand municipal accounts from 1 to 2 accounts. Also, customers can carry over credits from one fiscal year to the next. This new policy tracks and reports on the financial impacts of the program (net revenue loss as a percentage of the revenue requirement).

QEC launched the Commercial and Institutional Power Producers (CIPP) renewable energy program in March 2021. The CIPP program allows existing commercial and institutional customers to generate renewable energy on their premises using renewable energy systems. Through the CIPP program, all energy generated must be sold to QEC. To date, QEC has received 18 applications, of which 4 are active, 1 is pending electrical inspection, and nine are in various planning phases.

The Independent Power Producer Program allows larger-scale, independent power producers to generate renewable energy and sell all the power generated to QEC. In July 2022, the Minister responsible for QEC granted interim approval for the IPP program to commence while QEC developed an IPP policy. QEC met with NTI and Regional Inuit Organizations and legal representatives in June 2023 to review and draft the IPP Policy as per their request to have additional input into the policy. As a result of the meeting, QEC revised the draft policy and circulated it to NTI. QEC is seeking approval of the IPP policy before the end of 2023. In the meantime, QEC is accepting applications from IPPs based on the interim approval.

QEC pays existing CIPP customers the avoided cost of diesel (the territorial average cost for diesel per kilowatt-hour) to ensure that the program does not increase electricity costs for its customers. In developing the IPP program and reviewing the CIPP program, QEC received Ministerial instruction to commission a report on renewable energy pricing structures. QEC appointed a rate regulation Consultant to develop a *Specialized Rate Strategy* report. QEC will be submitting an RFD for Renewable energy pricing before the end of 2023.

Through the Government of Canada's Clean Energy for Rural and Remote Communities (CERRC) Program and the AEF, QEC had secured funds for the development of a solar project that would be part of the new power plant in Kugluktuk. However, QEC continued to face supply chain challenges and the project was cancelled.

QEC secured additional funding from Environment and Climate Change Canada's - Low Carbon Economy Fund for the construction of District Heating Systems (DHS) in Sanikiluaq and Taloyoak, and both projects have been completed. Feasibility studies, funded by Crown-Indigenous Relations and Northern Affairs Canada's - Northern REACHE Program, showed promising results for a DHS expansion in Baker Lake and an exhaust gas heat recovery unit (EGRU) in Iqaluit. This study has

been completed. QEC has existing DHS in Iqaluit, Arviat, Kugluktuk, Pangnirtung, Rankin Inlet Sanikiluaq and Taloyoak.

In 2019, QEC initiated a multi-phase plan to assess geothermal potential in Nunavut that received federal recognition and funding. While QEC's initial high-grade geothermal energy assessment goal remains unchanged, the corporation added Borehole Thermal Energy Storage (BTES) exploration to the study. The addition of BTES to QEC's geothermal evaluation would allow the corporation to assess the potential of capturing and storing waste heat from the diesel-electric generation process, energy normally expelled to the atmosphere. QEC is researching how 'waste heat' energy can be technically and economically stored in and recovered from deep rock formations. Heat energy storage could occur in non-heating months, and recovery would occur when it is needed in the colder months, distributed through a district heating system. While BTES would not reduce diesel consumption in the electricity generation process, it could provide reduced community-wide diesel consumption and cost savings for customers in the program.

The current phase of Nunavut's geothermal assessment is expected to be completed in March 2024. Following its completion, the report may recommend drilling a deep production well in one of the study communities (Baker Lake, Cambridge Bay, or Resolute Bay). Recommendations are anticipated for further work on developing a design for BTES that would work with a variety of energy sources but predominately QEC's own diesel power generation waste energy.

3.0 Inuit Employment Plan

QEC has developed an Inuit Employment Plan (IEP) that addresses issues and opportunities to increase Inuit employment, sets short-, medium-, and long-term goals to increase capacity, and contains an action plan to achieve the goals. As of September 30, 2023, QEC's territory-wide Inuit employment rate was 58%. In 21 of 25 Nunavut communities, QEC's Inuit employment rate was 100%.

3.1 Inuit Employment Initiatives

The Corporation continues to make efforts to strengthen Inuit employment through the establishment of 5 separate but associated initiatives. Each element is an independent but interconnected recruitment or development strategy that intends to move current and new Inuit hires into planned skills development and career opportunities.

1. The **Inuit Leadership Development Program** aims to increase Inuit representation in the professional, middle, and senior management employment categories, where Inuit employment is currently at 46%, 38% and 0%, respectively. There were 3 Inuit enrolled in the past, and currently, several Inuit are taking courses. The program features three streams of activity to support the development of Inuit employees and prepare them for leadership in the Corporation:
 - o **Academic:** The program supports Inuit who wish to obtain certificates, diplomas, or degrees in an area of study that is beneficial to the Corporation.

Experiential: Inuit employees who have expressed interest and have shown dedication and commitment to professional growth are provided with development assignments in professional and leadership roles. 11 Inuit are currently on development assignments.

- **Professional:** The Corporation fully supports Inuit employees in obtaining professional licensing in their field. Two Inuit are currently pursuing professional accreditation in their vocational fields.
2. **Inuit Employee Career Development Plans** were established as part of QEC's commitment to lifelong learning for Inuit employees. Completing the development plan process with the Supervisors' support helps ensure Inuit employees have the knowledge, skills, leadership competencies, and abilities to achieve their individual career goals within the Corporation.

Through formal education, on-the-job training, internships, and meaningful work experiences, Inuit employees work towards the next step on their career ladder as identified in their career development plan. Lateral moves within the Corporation and between departments and positions also provide opportunities for cross-training.
 3. The **Summer Student Program (SSP)** allows students to work within the Corporation. Students are hired for positions in their home community, providing them with exposure to local employment opportunities. Students in the SSP may also be considered for other Inuit employment opportunities. Twelve Inuit students were hired over the 2022 summer employment term.
 4. The **Apprenticeship Program** reduces dependency on hiring transient trades outside Nunavut. The recruitment of trades workers from other jurisdictions continues to be a significant expenditure for QEC. Competition from companies in and outside the territory has resulted in extended vacancies within QEC. This program focuses on hiring Inuit as apprentices, supporting them through their apprenticeship, and providing professional employment upon completion. Two Inuit were direct appointed. QEC is working with the GN Apprenticeship Certification Unit to finalize their enrollment in the QEC Apprenticeship Program.
 5. The **Inuit Employment Plan Steering Committee** is mandated to review, analyze and provide feedback to senior management on policies and employment practices that impact Inuit employment. The committee acts as a formal group to exchange ideas, concerns, and solutions related to the Corporation's Inuit Employment Plan.

3.2 Inuit Employment

With more focused and responsive Inuit employment initiatives, QEC has established Inuit employment targets. The targets for 2024-2025 include maintaining or increasing the number of Inuit employees as outlined in our Inuit Employment Plan.

Priorities (2023-2024)

- Create a Coaching and Mentorship Program.

Status: This priority is now part of a broader ‘Retention Program’ that will be rolled out in 2024.

- Offer coaching and mentorship opportunities to interested employees.

Status: This priority is now part of a broader ‘Retention Program’ that will be rolled out in 2024.

- Recruit an intern for a Senior Management role.

Status: This priority will be considered in the development of an internship program in 2025-2026.

- Create four additional positions dedicated to Inuit Apprenticeship positions.

Status: Along with Cabinet’s approval of four additional positions dedicated to Apprenticeship positions, Cabinet Direct Appointed two employees to apprenticeship positions.

Priorities (2024-2025)

- Create training programs to target Plant Superintendents, Plant Operators, and Assistant Operators.
- Fill all four Inuit apprenticeship positions.
- Develop and implement a new Retention Program for Inuit employees that includes opportunities for coaching, mentorship, and possible interning under senior management.

Priorities (2025 – 2026) April - October

- Develop a QEC Internship Program, including number of positions available, and create plan to recruit Inuit interns.
- Review QEC’s Apprentice Program outcome and determine if additional positions are required.

4.0 Corporate Priorities

The Corporation’s core priority is the generation and distribution of safe, reliable, and efficient energy across the territory. QEC’s operations must ensure:

- Electrical systems are reliable;
- Environmental responsibility and safety;
- Attention to fuel efficiencies in both capital and operations phases; and
- Attention to purchasing, spending, and financial management practices.

4.1 Administration

The Corporation’s administrative branch has 3 distinct yet interrelated sections: Office of the President and Chief Executive Officer (CEO), Corporate Affairs, and Legal Services. Working closely with the Board of Directors and Vice Presidents the President and CEO leads QEC’s strategic direction toward fulfilling its vision and mission, exercises overall leadership and management of the Corporation, and ensures alignment of the Government of Nunavut’s mandate with QEC’s

objectives. The vice presidents assist the President and CEO to ensure a focus on larger organizational and strategic requirements. Corporate Affairs is responsible for overseeing the administration of corporate policies and reporting requirements, strategic planning, policy development, communications, and inter-governmental and intra-governmental relations, as well as providing support to all QEC departments and the Office of the President and CEO. The Legal Counsel oversees internal and external legal resources, when and where applicable, to secure the Corporation's best interests.

Priorities (2023-2024)

- Conduct a Corporate Policy review and identify gaps.
Status: This priority is delayed due to staff shortage
- Based on policy gap analysis, begin priority policy planning and development.
Status: This will be carried forward to the next fiscal year due to staff shortage
- Launch the Communications process manual.
Status: This will be carried forward to the next fiscal year due to staff shortage
- Create community consultation guidelines.
Status: *Too be carried forward to the next fiscal year* Develop a plan to update the website structure based on assessment in collaboration with IT.
Status: This will be completed by the end of the year
- Implement a Communication Plan to share changes and new customer care processes and improvements.
Status: This will be carried forward to the next fiscal year due to staff shortage
- Develop a Crisis Communications Plan.
Status: This is scheduled to be completed by the end of the fiscal year
- Develop an internal Communications Handbook
Status: This priority is ongoing

Priorities (2024-2025)

- Develop/revise Corporate Policies in collaboration with the respective departments.
- Conduct Renewable Energy Program
- Develop a communications plan to launch a new website.
- Based on policy gap analysis, begin priority policy planning and development.
- Launch the Communications process manual.
- Create community consultation guidelines.
- Implement a Communication Plan to share changes and new customer care processes and improvements.
- Deploy ATIPP training for the Senior Management team and other Managers.

Priorities (2025-2026) April - October

- Continue to develop new Corporate Policies.
- Monitoring and Evaluation of Renewable Energy Programs

4.2 Engineering

The Engineering Department is responsible for developing and implementing processes to ensure QEC provides safe, reliable, and efficient services to Nunavummiut. The Department also provides engineering design and technical support services to the Corporation. The Engineering team develops, maintains, and implements various corporate engineering standards and the capital plan. Engineering supports and partners with the Operations Department in ensuring that corporate business goals are consistently achieved at the lowest cost to customers while achieving the highest possible standards in accordance with utility best practices.

Priorities (2023-2024)

- Start construction of a hybrid diesel/solar power plant in Kugluktuk.
Status: This priority is ongoing. The bid price came higher than the approved project budget and was cancelled. QEC is exploring alternative options to retendering. The solar will not be part of the project moving forward due to lapsed federal funding.
- Assess and plan required distribution system changes in preparation of new power plant connection in Kugluktuk.
Status: Site visit was completed and design revisions are in progress. This priority is completed.
- Based on previous electrical distribution surveys conducted, create a work plan and prioritize identified projects for completion.
Status: This priority was completed and work has begun to complete upgrades to the electrical system. The following projects are a result of the electrical distribution surveys.
 - Feeder upgrade in Sanirajak.
Status: Construction of new distribution lines is expected to be completed March 31, 2024. Upgrades to existing distribution lines is expected to be completed in 2024-2025.
 - Substation upgrade in Sanirajak.
Status: Preliminary design completed and tender is expected to be published and awarded by March 31, 2024. The project is expected to be completed in 2024-2025.
 - Feeder upgrade in Igloolik.
Status: Design, tendering and contract awarding is expected to be completed by March 31, 2024. The project is expected to be completed in 2024-2025.
 - Feeder upgrade in Naujaat.
Status: Design tender scheduled to be published and awarded by March 31, 2024. The project is expected to be completed in 2024-2025.
 - Substation upgrade in Grise Fiord.

- ***Kimmirut: Electrical site assessment completed. Design and construction tender contract awarding preparation is in progress and will be published by March 31, 2024. The project is expected to be completed in 2025-2026.***

Priorities (2024-2025)

- Start design of new power plant in Kugaaruk.
- Start construction of new power plants in Cambridge Bay, Igloolik, and Gjoa Haven, along with required distribution connection work.
- Start construction of new power plant in Kugluktuk, along with required distribution connection work.
- Complete generator set replacement project in Iqaluit.
- Complete distribution upgrades in Sanirajak, Igloolik, Naujaat, Grise Fiord, Sanikiluaq, Gjoa Haven, and Whale Cove.
- Start generator set replacement tendering proposal preparation for Coral Harbor, Whale Cove, Pond Inlet, and Chesterfield Inlet.
- Complete connections for emergency units in Coral Harbor, Grise Fiord and Sanikiluaq.

Priorities (2025-2026) April - October

- Begin the construction of new power plants in Cambridge Bay, Igloolik, Gjoa Haven and Kugluktuk, along with the required distribution connection work.
- Complete genset replacements in Baker Lake, Kugaaruk, Sanikiluaq, and Kimmirut.
- Start installation of generator set replacements in Corral Harbor, Whale Cove, Pond Inlet, and Chesterfield Inlet.

4.3 Operations

The Operations Department is responsible for the efficient generation and distribution of safe and reliable energy in all Nunavut communities. Each community has its own power plant staffed by employees who live in the community. Local employees are supported by electrical, mechanical, and line tradespeople based in the regional centers of Cambridge Bay, Iqaluit, and Rankin Inlet. The Operations Department is a knowledgeable and accountable team with a strong focus on safety and quality customer service. The Operations department is also responsible for the Facilities division. Facilities division is responsible for the management, maintenance, and administration of QEC's real estate property portfolio; this includes owned and leased staff housing units/commercial facilities, plants, and land.

Priorities carried into 2023-2024 from previous year

- Purchase and implement Computerized Maintenance Management System (CMMS) to improve maintenance planning and scheduling.
Status: This priority is delayed due to the cyber-attack and transition of QEC IT department to the GN. It is expected to be completed in 2024-2025.

- Promote a new Observation Reporting System to improve proactive reporting of unsafe conditions.
Status: This priority is delayed due to the cyber-attack and transition of QEC IT department to the GN. It is expected to be completed in 2024-2025.
- Implement Transient Housing Policy and develop Procedures.
Status: This priority is delayed due to staffing challenges. It is expected to be completed in 2024-2025.
- Complete construction of new head office in Baker Lake.
Status: This priority is substantially complete and a few minor deficiencies will be resolved in summer 2024.
- Implement the Distribution Studies and Procurement Standards to reduce distribution loss in the Arctic environment.
Status: This priority is ongoing and is expected to be completed in 2025-2026.
- Research and implement PV and BESS technology to incorporate intermittent renewable energy generation and energy storage systems in conventional thermal generation.
Status: Renewable penetration study underway and is on track to have completed report by March 31, 2024.

Priorities (2023-2024)

- Review the cost estimation process in the Computerized Maintenance Management System at the individual work order level for materials and labour.
Status: This priority is delayed due to the cyber-attack and transition of QEC IT department to the GN. It is expected to be completed in 2025-2026.
- Review of best practices employed by other off-grid diesel-generating utilities.
Status: QEC regularly coordinates with other utilities as part of North American Off-Grid Utility Association Committee. This priority is completed.
- Finish territorial LED streetlight conversion.
Status: This priority is on track to be completed in December 2023.
- Establish preventative maintenance schedule for Facilities' assets.
Status: This priority is currently underway and is expected to be completed by March 31, 2024.

Priorities (2024-2025)

- Support construction of new plants in Cambridge Bay, Igloodik, Gjoa Haven, Kugaaruk.
- Support corporate initiatives related to renewable or non-carbon emitting generation.
- Perform assessments with Engineering to Optimize prime mover assets with remaining useful life, in the diesel plants being replaced.
- Review tenant damage process and collections and develop procedure manual.
- Implement the Distribution Studies and Procurement Strategy to reduce distribution loss in the Arctic environment through 2022-2026.
- Resolve minor deficiencies in new Baker Lake Head Office.

- Purchase and implement Computerized Maintenance Management System (CMMS) to improve maintenance planning and scheduling.
- Promote a new Observation Reporting System to improve proactive reporting of unsafe conditions.
- Implement Transient Housing Policy and develop Procedures.

Priorities (2025-2026) April - October

- Support corporate initiatives related to renewable or non-carbon emitting generation.
- Support the construction of new plants in Cambridge Bay, Igloolik, Gjoa Haven, and Kugaaruk.
- Undertake a review of worst-performing systems and develop action plans to address them.
- Develop comprehensive asset management strategy for corporate housing assets in major hubs.
- Implement the Distribution Studies and Procurement Strategy to reduce distribution loss in the Arctic environment through 2022-2026.
- Review the cost estimation process in the Computerized Maintenance Management System at the individual work order level for materials and labour.

4.4 Finance

The Finance Department is located in the QEC Head Office in Baker Lake and has regional offices in Cambridge Bay, Iqaluit, and Rankin Inlet. Finance is responsible for providing support to all other QEC departments as well as providing accurate and timely reporting to stakeholder groups internal and external to QEC. Some key function areas of the department include financial accounting and reporting, regulatory affairs, risk management, budgeting, planning, and analysis. In addition, the department manages all of the Corporation's logistics and procurement activities through the Supply Chain Management Division. The Customer Care Division handles all billing, collections, and customer service activities, while the Payroll, Benefits, and Pensions Division works closely with the Human Resources Department to provide support to QEC employees.

The department ensures financial controls are in place to protect QEC assets and revenues as well as guaranteeing funding is available to support corporate needs. It also plays a critical role in supporting all capital and O&M endeavors. The Finance Department focuses on efficient and effective functional and governance requirements and services.

Priorities (2023-2024)

- Develop training plans for staff to improve customer service based on customer survey results.
Status: This priority has been deferred to 2024-2025
- Commence customer survey to assess progress in dealing with customers' concerns and develop a plan to improve areas where issues are identified in collaboration with Corporate Affairs.

Status: This priority is anticipated to begin before March 31, 2024, in collaboration with Corporate Affairs.

- Review the Great Plains accounting system in collaboration with IT.

Status: This priority is completed.

- Implement action items from the Great Plains review in collaboration with IT.

Status: This priority is completed.

Priorities (2024-2025)

- Based on feedback from customer surveys, implement changes to customer care processes.
- Deliver continuous training and development modules for customer care staff to improve customer service.

Priorities (2025-2026) April - October

- Develop and launch a Finance Associate Rotational (FAR) Program with an emphasis on building a Best in Class Finance Business Partner Team.
- Evaluate automation in Finance processes towards improving data analysis, forecasting, and reporting accuracy to mitigate financial risk and inform actionable insights.
- Develop and implement a Finance Team Building event to promote collaboration.

4.5 Health, Safety, and Environment

The Health, Safety, and Environment, (HSE) Department is responsible for the overall administration of the Corporation's environment and safety management practices. HSE ensures QEC operates in an environmentally conscious and responsible manner through the timely response and coordination of any environmental incident. HSE is responsible for ensuring all QEC employees understand their rights and responsibilities on issues that have an impact on their occupational health and safety. The HSE team has established an employee safety program and delivers occupational health, safety, and environmental training to all employees. HSE is also responsible for ensuring QEC complies with all applicable federal and territorial health, safety, and environmental legislation.

Priorities (2023-2024)

- Audit existing health, safety, and environment training packages to ensure that they comply with current regulations and industry best practices.

Status: Audit is currently taking place and item will be completed by March 31, 2024.

- Decommission the Arctic Bay old power plant fuel system.

Status: Fuel system decommissioned and tank repurposed to PPD August 2023.

Priorities (2024-2025)

- Review and update the QEC Health and Safety Manual and the QEC Safety Rule Book.
- Begin updating of the Environmental Manual and associated Standard Operating Procedure Manual. This will be completed over two fiscal years.

- Conduct a comprehensive gap analysis of the existing Health and Safety program and Nunavut Occupational Health and Safety Regulations.

Priorities (2025-2026) April - October

- Complete updates to the Environmental Manual and associated Standard Operating Procedure Manual.
- Establish clear HSE training requirements for all levels of the organization and all positions.

4.6 Human Resources

The Human Resources (HR) Department is responsible for staffing/recruitment, job evaluation, employee/labour relations, training, Inuit employment programs, and overall strategic/operational HR initiatives for the corporation. The department further ensures that all of the corporation's HR activities are completed in compliance with Inuit Qaujimajatuqangit (IQ), Article 23 of the *Nunavut Agreement*, applicable employment legislation, directives, human resources policies, employment contracts, and Collective Agreements. The HR Department designs and implements progressive HR plans that enhance overall corporate capacity, and ensure the Corporation successfully meets the growing energy demands of Nunavummiut.

Priorities (2023-2024)

- Develop employee retention strategy.
Status: Draft plans are underway to implement a Retention Strategy.
- Conclude addressing action items identified in HR Best Practice Review.
Status: This priority expected to be completed by March 31, 2024.
- Conclude update of HR policies.
Status: This priority is ongoing as HR continues to assess and implement necessary changes to policies as required.

Priorities (2024-2025)

- Develop an employee engagement survey to assess and improve employee experience at QEC.
- Review employee engagement survey results and develop an Implementation Strategy.
- Develop a formal onboarding program.

Priorities (2025-2026) April - October

- Commence Implementation Strategy identified from employee engagement survey.

4.7 Information Technology

The Information Technology (IT) Department provides critical support to the Corporation through a series of services, including the ongoing development of integrated computer systems and technology, data communications, and on-demand IT assistance and support. The goal of the

department is to provide a foundation for all divisions to ensure information is available to make timely and accurate business decisions.

Following a cyber-attack in 2023 and modernizing and transforming QEC's network will require new critical infrastructure design, procurement of new network hardware, new licensing and support contracts, new organizational structure, new security tools and applications, new policies and processes. To complete the rebuild and sustain its operation, the decision has been made to transition QEC's IT system to the GN's network on a permanent basis. Being part of the GN umbrella will benefit day-to-day operations and deliver on QEC's mandate to supply safe and reliable electricity to the territory.

Priorities (2023-2024)

- Develop a strategy based on the previous year's review of on-premise vs. cloud computing.
Status: With migration to the GN Network, including their higher bandwidth Wide Area Network (WAN), this enables QEC to migrate Applications in the cloud. The migration started with the deployment of Microsoft O365 email. The corporation will develop a migration plan to migrate remaining to the Cloud in 2023-2024.
- Review existing Enterprise Resource Planning training material.
Status: Training material and technical and functional documentation will be updated to reflect the new cloud-based ERP systems as each system is migrated to the cloud in 2024-2025.
- Develop a plan to upgrade the website structure based on a review by Corporate Affairs.
Status: QEC Corporate Affairs and IT have engaged in website rebuild discussions and will develop a plan by March 31, 2024.

Priorities (2024-2025)

- Migrate current Enterprise Resource Planning systems to the cloud based on the review from the previous fiscal year in conjunction with QEC Finance.
- Update training material documentation to reflect the new cloud-based ERP systems.
- Implement website structure based on the review from the previous fiscal year in collaboration with Corporate Affairs.

Priorities (2025-2026) April - October

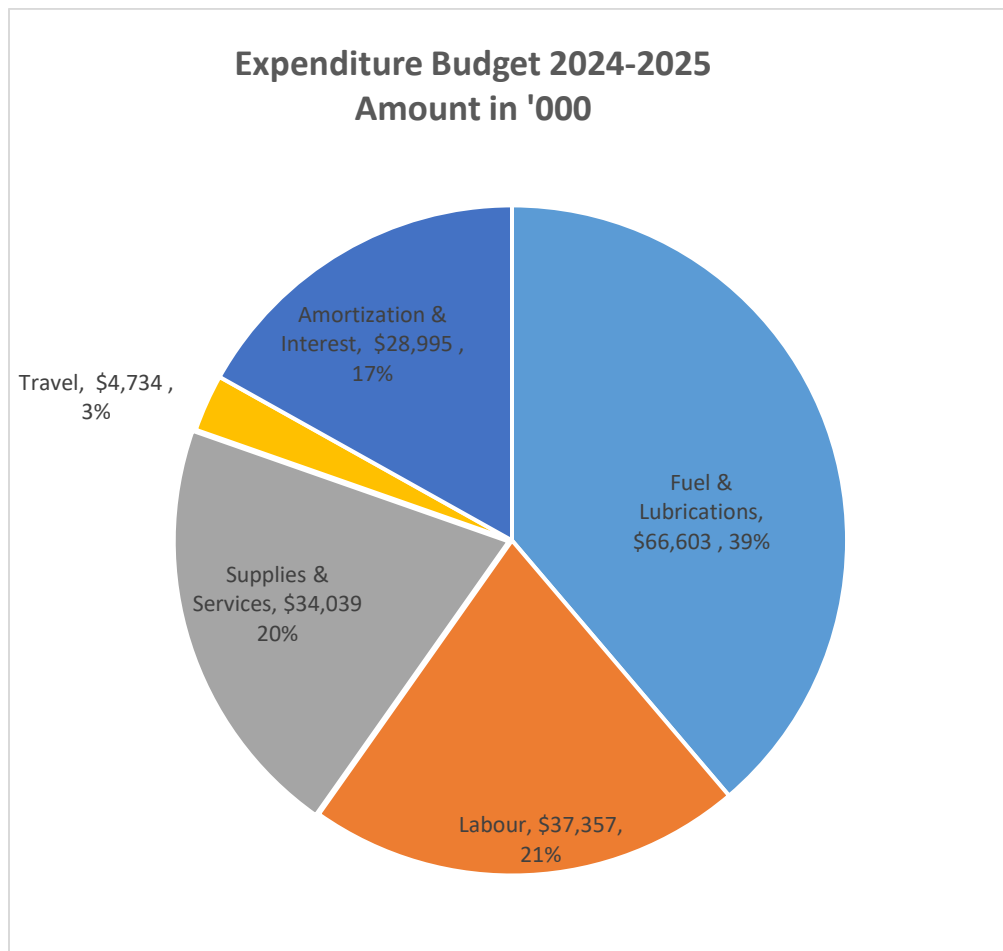
- Review communications and internet infrastructure.
- Audit existing onboarding and offboarding procedures.
- Review and update the IT Departments Key Performance Indicators.

Appendix A – FYE 2025 Capital Budget

Description	Budget FYE25
Genset Upgrades	19,944,037
Fuel Systems Upgrades	1,037,795
Vehicle Upgrades	363,000
Electrical Equipment Upgrades	462,731
Tools & Equipment	32,000
Structural Improvements	1,872,498
Communications, IT Upgrades & Other	4,688,600
Total Project Cost	28,400,661
Government Contributions	-
QEC Financial Obligation	28,400,661

Appendix B – FYE 2025 Operations & Maintenance Budget

Amount in 000's		Territorial	Qikiqtaaluk	Kivalliq	Kitikmeot	Total
Revenue	Sales of Power	-	\$89,001	\$41,358	\$26,529	156,888
	Sales of Residual Heat	-	684	645	111	1,440
	Other Revenue	8,951	594	66	66	9,677
Total Revenue		8,951	90,279	42,069	26,706	168,005
Expenses	Fuel & Lubrications	-	38,205	17,175	11,222	66,603
	Labour	18,514	10,173	4,960	3,710	37,357
	Supplies & Services	15,787	7,400	3,147	7,705	34,039
	Travel	2,455	1,188	538	553	4,734
	Amortization & Interest	28,995	-	-	-	28,995
Total Expenses		65,751	56,966	25,821	23,190	171,728



BUDGET SUMMARY REPORT 2024-2025

AMOUNT in CAD

TOTAL REVENUE	168,005,000
Fuel and lubricants	66,603,000
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GROSS MARGIN	101,402,000
Payroll	37,357,000
Supplies & Services	34,038,000
Travel & Accommodation	4,734,000
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TOTAL OPERATING EXPENSES	76,129,000
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EARNINGS BEFORE INTEREST TAX DEPRECIATION AND AMORTIZATION	25,273,000
Amortization & interest	28,995,000
<hr/>	
DEFICIT	(3,722,000)
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Departmental Inuit Employment Targets				
Qulliq Energy Corporation	As at Sept. 30, 2023		For March 31, 2025	
		Capacity %		Capacity %
Total Department Positions	208.4		213.4	
Total Filled Positions	163.8	79%	186	87%
Total Vacancies	44.6	21%	27.42	13%
Total Inuit	94.8	58%	106.2	57%
Total Executive Positions	4		4	
Total Filled Executive Positions	3	75%	4	100%
Total Vacant Executive Positions	1	25%	0	0%
Total Inuit in Executive Positions	1	33%	1	25%
Total Senior-Management Positions	6		6	
Total Filled Senior-Management Positions	6	100%	6	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	28		29	
Total Filled Middle-Management Positions	16	57%	22	76%
Total Vacant Middle-Management Positions	12	43%	7	24%
Total Inuit in Middle-Management Positions	6	38%	7	32%
Total Professional Positions	100		103	
Total Filled Professional Positions	82	82%	90	87%
Total Vacant Professional Positions	18	18%	13	13%
Total Inuit in Professional Positions	38	46%	39	43%
Total Paraprofessional Positions	46.4		47.42	
Total Filled Paraprofessional Positions	36.8	79%	40	84%
Total Vacant Paraprofessional Positions	9.6	21%	7.42	16%
Total Inuit in Paraprofessional Positions	29.8	81%	35.2	88%
Total Administrative Positions	24		24	
Total Filled Administrative Positions	20	83%	24	100%
Total Vacant Administrative Positions	4	17%	0	0%
Total Inuit in Administrative Positions	20	100%	24	100%

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